First Nation Forestry Program

Government of Canada / Gouvernement du Canada

Natural Resources Canada / Ressources naturelles Canada

Indian and Northern Affairs Canada / Affaires indiennes et du Nord Canada

In partnership with First Nations

The purpose of the First Nation Forestry Program is to improve economic conditions in status Indian communities with full consideration of the principles of sustainable forest management.

Visit our web site at: www.fnfp.gc.ca

First Nation Forestry Program

Five Years in Review
1996/97-2000/01

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First Nation Forestry Program: Five Years in Review 1996/97 - 2000/01
Catalogue No. Fol-14/2001E
ISBN 0-662-29956-6

Publié aussi en anglais sous le titre :
Programme forestier des Premières nations : Bilan quinquennal 1996-1997 à 2000-2001

Copies of this publication may be obtained from the First Nation Forestry Program office in your province or territory.
(See page 78 for a detailed list of contacts.)

Internet site: http://www.fnfp.gc.ca
E-mail: info@fnfp.gc.ca

A Message from the Ministers

We are pleased to present this five-year summary report (1996/97–2000/01) for the First Nation Forestry Program (FNFP).

Since its launch in April 1996, the FNFP has been remarkably successful creating opportunities for First Nations people and strengthening their communities. This report outlines the program's numerous achievements and the many important new links it has helped create between First Nations and government. For example, the FNFP has supported close to 1,000 projects with $25 million in federal funding, created 55,000 weeks of work and helped 3,900 First Nations people gain valuable job experience in forestry.

The program's success is due, in part, to the Program's unique management structure — First Nations and the federal government share the decision making, along with provincial and territorial governments and forest industry representatives. First Nations communities now effectively manage their forests, while increasing their forestry-related knowledge, capabilities and business skills essential to greater participation in Canada's forestry sector.

Since 1996, the Program has become renowned for its excellence and achievements. In fact, the FNFP received the *Government of Canada's Public Service Award of Excellence* in June 2000 and has been acknowledged in the May 2000 report of *Commissioner of the Environment and Sustainable Development.*

We congratulate the participants, who can be proud of their contribution, cooperation and commitment to the program's accomplishments and successes.

Ralph Goodale,
Minister of Natural Resources

Robert Nault,
Minister of Indian Affairs
and Northern Development

For more information about the FNFP and other related initiatives,
visit the FNFP Internet site at: http//www.fnfp.gc.ca

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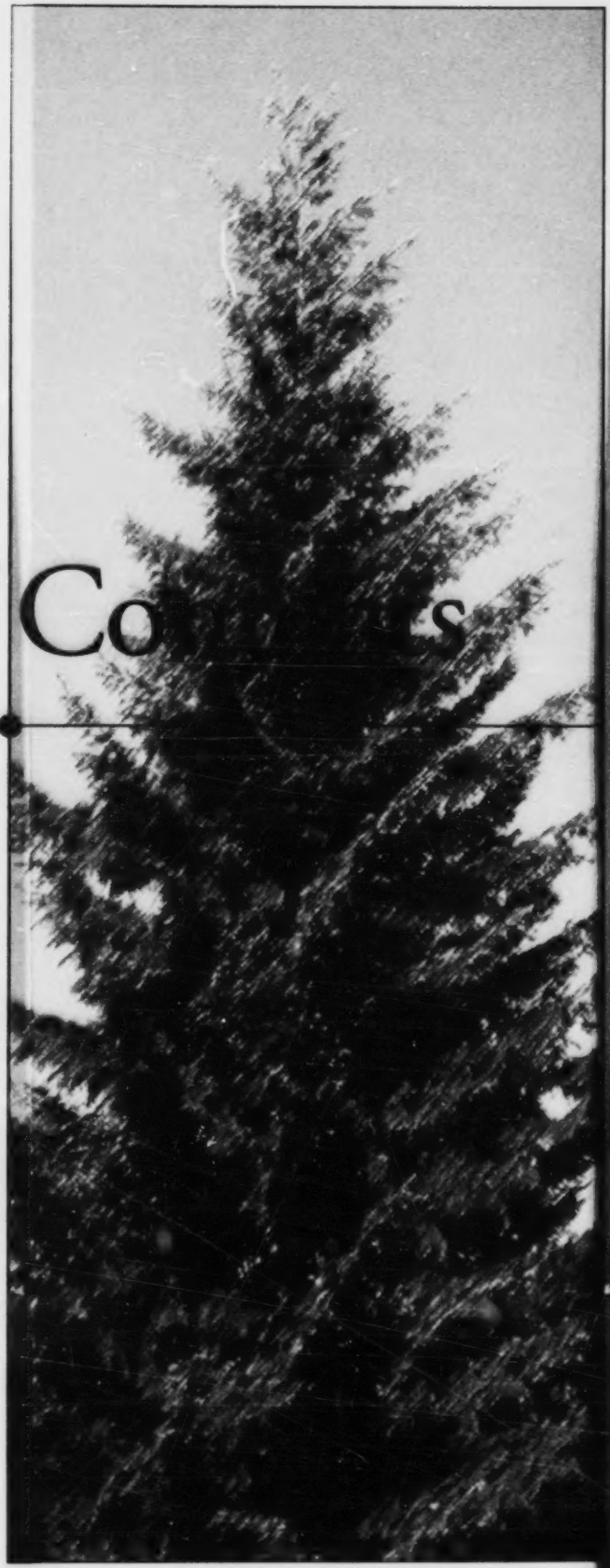

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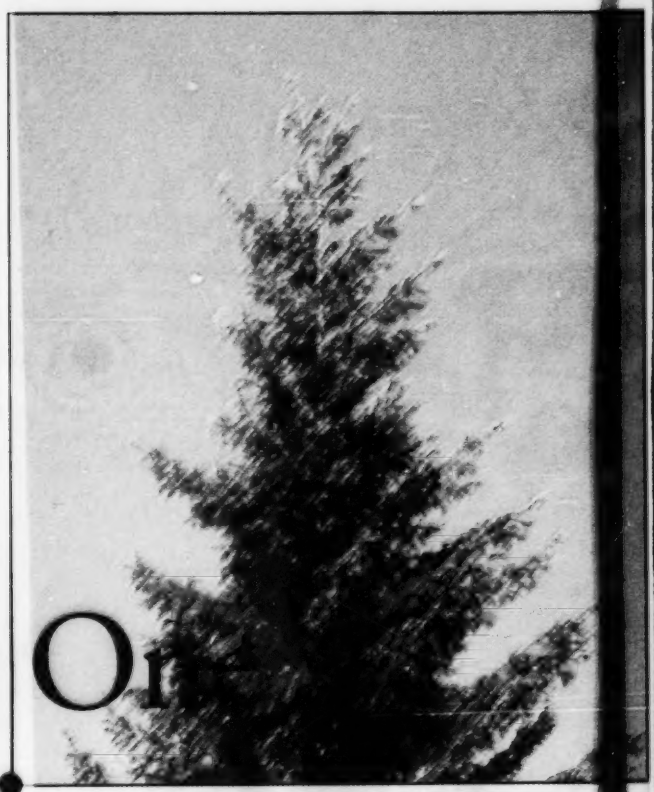

Chapter One

Five Years in Review
1996/97 - 2000/01

Five Years in Review

1996/97 – 2000/01

Introduction

There are over 2,300 Indian reserves across Canada. The total area of these reserves exceeds three million hectares, of which 1.4 million hectares are suitable for sustainable, resource-use initiatives such as timber management, hunting and trapping, and fisheries management. Traditionally, the forest has played a critical role in the social and cultural well-being of First Nations people. In addition, forests are of paramount importance to the economic development of First Nations. Although forest lands on many reserves are too small to support large-scale, long-term commercial forest activity, they offer a foundation upon which First Nations can build technical capacity, develop on and off-reserve business partnerships, maintain their spiritual, recreational and cultural connection to the land, and continue to carry on traditional uses of the land base.

With approximately 80 percent of First Nation communities located within Canada's forested landscape, forests, both on and off-reserve, continue to offer First Nation communities business opportunities and provide the foundation for self-sufficiency through economic development. Sustainable forest development also provides the basis for partnerships with government, industry and other private sector organizations for forest-based economic development. Forest-based opportunities such as logging, forest management, wood processing, non-timber forest products, eco-tourism and recreational activities are being envisioned and entered into by First Nation entrepreneurs.

The First Nation Forestry Program (FNFP), a national federal forestry program initiated in April, 1996, was designed to improve economic conditions in First Nation communities with full consideration of the principles of sustainable forest management. Over the five-year life of the FNFP, First Nations undertook a variety of forestry-related projects that would assist them in building skills and capacity leading to more long term and sustainable job opportunities both on and off-reserve.

Program Highlights

During the period 1996/97 - 2000/01, the program

- received 1,480 proposals for projects having a total value of $152.5 million, including First Nation and partner contributions;
- supported 966 projects with $21.1million of FNFP funding and $49.0 million from First Nations and their partners;
- created over 55,000 person weeks of employment;
- provided over 3,900 First Nations workers with forestry related job experience;
- supported 216 conferences, workshops and training courses;
- supported the preparation and/or updating of 84 forest management plans;
- supported the development of 72 feasibility studies and 99 business plans;
- built a relationship with First Nations in the delivery of the program. In 2000/01, 80 First Nation representatives participated on provincial and territorial management committees (PTMCs);
- promoted a stronger working relationship between First Nations and provincial/territorial governments and the forest industry. Representatives from government and the forest industry sat on 7 of the 12 PTMCs; and
- saw the growth of a First Nation forestry leadership evolve through participation on PTMCs.

"The objectives were intended to address the four stages in the evolution of First Nations toward self-sufficiency in forestry."

Program Purpose and Objectives

The FNFP was designed to improve the economic conditions in status Indian communities with full consideration of the principles of sustainable forest management. This purpose included four objectives towards which federal funding was directed.

The objectives were

- to enhance the capacity of First Nations to operate and participate in forest-based businesses and increase the number of long-term jobs in forestry for First Nation members (business capacity enhancement — Objective 1);
- to increase First Nation cooperation and partnerships (cooperation and partnerships — Objective 2);
- to investigate the feasibility of trust funds, capital pools, or other similar mechanisms for financing First Nation forestry development (funding mechanisms — Objective 3); and,
- to enhance the capacity of First Nations to sustainably manage reserve forests (reserve forest management capacity — Objective 4) .

The objectives were intended to address the four stages in the evolution of First Nations toward self-sufficiency in forestry. The first stage addressed the development of on-reserve forest management capacity (objective 4). The second utilized the on-reserve capacity to access off-reserve business opportunities (objective 1). The third recognized the need for new, small businesses to cooperate and form partnerships to achieve viability (objective 2). The final stage anticipated the need for new funding mechanisms to accommodate the needs of expanding businesses (objective 3).

Program Management

The FNFP management structure consisted of a National Management Committee (NMC) and Provincial and Territorial Management Committees (PTMC).

National Management Committee

Committee membership included a representative from the Canadian Forest Service (CFS) Natural Resources Canada (NRCan), the Department of Indian Affairs and Northern Development (DIAND) and the First Nations community. The committee, which met on a regular basis, provided the overall direction for the program. Responsibilities included, but were not restricted to: developing program policy; setting standards and procedures for the administration and delivery of the program; providing annual funding allocations to the PTMCs; national communication initiatives; establishing cooperative arrangements with other federal departments and programs; and identifying and directing the implementation of national initiatives.

Provincial and Territorial Management Committees

There was one management committee in each province or territory to administer and deliver the program. At a minimum, each consisted of CFS, DIAND and First Nations representatives. Committee responsibilities included review and approval of project applications; implementation of the program; development and implementation of regional communications strategies and projects; project monitoring; development of annual work plans; and seeking working partnerships with provincial and federal government agencies, the forest industry and First Nations' associations.

A number of PTMCs, namely, British Columbia, Saskatchewan, Manitoba, Quebec, New Brunswick, Northwest Territories, and the Yukon Territory invited provincial/territorial government and/or forest industry representatives to sit on their committee. The addition of these representatives brought a great deal of expertise and experience related to the forest sector to the table. They also provided First Nations with sound advice and important linkages to the provincial/territorial government and the forest industry.

In the last year of the program, 80 First Nation representatives sat on management committees across the country, up from 55 in the first full year of program implementation.

The importance of the PTMCs in the management and delivery of the program at the grass roots level was a primary factor contributing to the successful implementation of the program. Chapter Two elaborates further on the management and delivery of the program, with examples of how several PTMCs managed their program.

In the last year of the program, 80 First Nation representatives sat on management committees across the country.

Funding Profile

Federal funding of $24.9 million was provided to the program for the five-year period 1996/97 – 2000/01. Of this, DIAND and the CFS, contributed $17.0 million and $7.9 million, respectively. As shown in Table 1, initial federal funding was designed to decrease successively each year; from $5.9 million in 1996/97 to $4.0 million in 2000/01.

It was anticipated in the beginning that First Nations and other sources would contribute funds at an increasing rate to offset the decline in federal funding. As shown in Table 1, it was expected that funding from First Nations and others would increase from $1.77 million in 1996/97 to $2.80 million in 2000/01.

In the last two years of the program, 1999/00 and 2000/01, DIAND increased the program's funding level annually by $500 thousand, bringing the total federal contribution to $25.9 million. These funds were provided through the Professional Development component of "*Gathering Strength-Canada's Aboriginal Action Plan*" and distributed across the country providing First Nations with additional opportunities to participate in training workshops, conferences, and on-reserve forest activities.

The Demand for Forestry Funding

Throughout the five years of the program, demand for financial assistance for project proposals was high. During this time, the FNFP received 1,480

Table 1

Five-Year Funding Profile 1996/97-2000/01

Funding Source	1996-1997 $ million	1997-1998 $ million	1998-1999 $ million	1999-2000 $ million	2000-2001 $ million	Total $ million
DIAND[1]	5.00	3.75	3.25	2.75	2.25	17.00
NRCan (CFS)[2]	0.90	1.75	1.75	1.75	1.75	7.90
Sub-Total	**5.90**	**5.50**	**5.00**	**4.50**	**4.00**	**24.90**
Additional[3]	-	-	-	0.50	0.50	1.00
Total Federal Funding	**5.90**	**5.50**	**5.00**	**5.00**	**4.50**	**25.90**
Other Sources[4]	1.77	2.20	2.50	2.70	2.80	11.97
Total	**7.67**	**7.70**	**7.50**	**7.70**	**7.30**	**37.87**

[1] Department of Indian Affairs and Northern Development.
[2] Department of Natural Resources (Canadian Forest Service).
[3] Additional funds received under Gathering Strength.
[4] Includes increasing First Nation share of project costs.

proposals having a total value of over $152.5 million. This value was a combination of the amount of FNFP funds requested, as well as the amount First Nations and their partners were willing to contribute to the proposed projects. Of these, the FNFP supported 966 projects. FNFP contribution funds, combined with contributions from First Nations and their partners, brought the total value of approved projects to $70.1 million (Table 2).

How the Funds were Spent

Almost 97% of the FNFP five year budget of $25.9 million was expended. Of FNFP expenditures, 84% was utilized on project contributions, while 16% was utilized for First Nation forestry development initiatives, PTMC meetings, program delivery costs, training workshops and administration.

Table 2

Summary of FNFP Proposals and Approved Projects 1996/97 - 2000/01

Province/Territory	Value of Proposals ($000s)		Number of Proposals	
	Submitted	Approved[1,2]	Submitted	Approved
British Columbia	55,904.8	12,277.9	520	218
Alberta	11,176.8	4,339.1	140	92
Saskatchewan	6,371.7	5,292.8	108	83
Manitoba	11,654.3	3,767.7	98	55
Ontario	26,222.8	15,403.7	195	143
Quebec	29,669.9	19,731.4	128	111
New Brunswick	4,766.2	4,762.4	65	57
Prince Edward Island	115.4	108.0	5	5
Nova Scotia	1,385.2	1,546.8	95	94
Newfoundland	308.7	334.0	6	6
Northwest Territories	3,419.2	1,202.4	56	38
Yukon Territory	894.0	888.2	32	32
National	599.7	463.5	32	32
Total	152,448.7	70,117.9	1,480	966

[1] Includes additional funds received under Gathering Strength in 1999/00 and 2000/01.
[2] Expenditures subject to audit.

FNFP contributions made up 28% of total funding on projects supported by FNFP and O&M, while funding from First Nations and other sources made up 66% of total funding on projects supported by FNFP and O&M (Table 3).

Program Objectives and Expenditures

Business Capacity Enhancement - Objective 1

Under this objective, the FNFP supported community-specific initiatives such as extensions to

Table 3

Summary of FNFP and Other Expenditures 1996/97 - 2000/01

Province/Territory	FNFP Funds $000				First Nation & Other Sources of Funding $000	Total Funding from FNFP, First Nations and Other Sources $000
	Budget Allocation[1] $000	Expenditures[2] $000				
		Contribution	O&M	Total		
British Columbia	5,059.1	4,200.1	589.0	4,789.1	8,077.8	12,866.9
Alberta	2,349.9	1,882.5	325.5	2,208.0	2,456.6	4,664.6
Saskatchewan	2,117.7	1,778.3	283.5	2,061.8	3,514.5	5,576.3
Manitoba	1,772.8	1,408.9	247.5	1,656.4	2,358.8	4,015.2
Ontario	5,197.3	4,465.4	771.1	5,236.5	10,938.3	16,174.8
Quebec	4,478.2	3,696.3	665.7	4,362.0	16,035.1	20,397.1
New Brunswick	1,268.4	1,206.2	176.3	1,382.5	3,556.2	4,938.7
Prince Edward Island	69.4	46.2	14.2	60.4	61.8	122.2
Nova Scotia	962.0	843.5	102.0	945.5	703.3	1,648.8
Newfoundland	65.9	54.1	13.3	67.4	279.9	347.3
Northwest Territories	620.5	497.3	90.0	587.3	705.1	1,292.4
Yukon Territory	561.6	550.6	0.0	550.6	337.6	888.2
National	1,377.2	448.5	737.5	1,186.0	15.0	1,201.0
Total	25,900.0	21,077.9	4,015.6	25,093.5	49,040.0	74,133.5
Percent of Total		28%	6%	34%	66%	100%

[1] Includes additional funds received under Gathering Strength in 1999/00 and 2000/01.
[2] Expenditures subject to audit.

forest management plans to include financing and business development component; First Nation forestry projects providing on-the-job experience and skill development; community-specific advice related to forest-based businesses; and training, technology transfer, communications, and project management, related to business development both on and off-reserve. As well, it supported province-wide initiatives such as forest-based business workshops and seminars; skill enhancement projects in areas such as silviculture, contracting, business management, geographic information systems training; business opportunity identification; and communication initiatives to promote forest-based business opportunities and skills.

Between 1996/97 and 2000/01, the FNFP expended $9.5 million on business capacity enhancement proposals (Table 4). The total funding on projects supported by FNFP exceeded $32.7 million, or 44% of total expenditures (Table 5).

Cooperation and Partnerships - Objective 2

The FNFP supported communities and First Nation entrepreneurs in a number of different ways

Table 4

Summary of FNFP Expenditures by Objective 1996/97 - 2000/01

Province/Territory	Objective 1 Business Capacity Enhancement $000	Objective 2 Cooperation and Partnerships $000	Objective 3 Financing Mechanisms $000	Objective 4 Reserve Forest Management $000	O&M[1] $000	Total [2] $000
British Columbia	2,708.1	763.6	0.0	728.4	589.0	4,789.1
Alberta	859.2	482.2	10.5	530.6	325.5	2,208.0
Saskatchewan	422.6	1,030.3	0.0	325.4	283.5	2,061.8
Manitoba	861.4	302.4	33.5	211.6	247.5	1,656.4
Ontario	2,210.6	1,520.2	0.0	734.6	771.1	5,236.5
Quebec	1,586.7	291.6	0.0	1,818.0	665.7	4,362.0
New Brunswick	303.5	101.0	0.0	801.7	176.3	1,382.5
Prince Edward Island	41.7	0.0	0.0	4.5	14.2	60.4
Nova Scotia	86.2	36.2	0.0	721.1	102.0	945.5
Newfoundland	11.5	0.0	0.0	42.6	13.3	67.4
Northwest Territories	251.8	66.8	8.0	170.7	90.0	587.3
Yukon Territory	117.3	48.2	32.0	353.1	0.0	550.6
National	87.7	54.9	222.8	83.1	737.5	1,186.0
Total	9,548.3	4,697.4	306.8	6,525.4	4,015.6	25,093.5
Percent of Total	38 %	19 %	1 %	26 %	16 %	100 %

[1] O&M funding (operating and minor capital) are FNFP funds expended on First Nation forestry development initiatives, PTMC meetings, program delivery costs, training workshops and administration.
[2] Expenditures subject to audit.

under this objective. The intent was to address the need for cooperation and partnership as the basis for growth and viability. The need for growth resulted, in turn, from the small size of reserves and limited opportunity from reserve forests. Examples of activities that were funded included the identification of opportunities for partnerships and cooperation; the development of partnership skills; support for specific partnership initiatives, including business plans for cooperative ventures and associations; support for cooperative advocacy, marketing and negotiation initiatives; and support for cooperative negotiations.

Under this objective, the FNFP contributed $4.7 million (Table 4) towards approved projects. The total value of these projects over the five years was approximately $16 million, or 22% of total program expenditures (Table 5).

Table 5

Summary of FNFP, First Nations and Other Expenditures by Objective 1996/97 - 2000/01

Province/Territory	Objective 1 Capacity Enhancement	Objective 2 Cooperation and Partnerships	Objective 3 Financing Mechanisms	Objective 4 Reserve Forest Management	O&M[1]	Total [2]
	$000	$000	$000	$000	$000	$000
British Columbia	8,126.5	2,948.6	0.0	1,202.8	589.0	12,866.9
Alberta	1,851.9	1,275.2	38.0	1,174.0	325.5	4,664.6
Saskatchewan	1,825.1	2,464.0	0.0	1,003.7	283.5	5,576.3
Manitoba	2,241.4	695.2	85.9	745.2	247.5	4,015.2
Ontario	8,411.5	5,635.8	0.0	1,356.4	771.1	16,174.8
Quebec	7,600.7	2,044.9	0.0	10,085.8	665.7	20,397.1
New Brunswick	1,296.3	375.0	0.0	3,091.1	176.3	4,938.7
Prince Edward Island	101.2	0.0	0.0	6.8	14.2	122.2
Nova Scotia	254.7	204.3	38.0	1,049.8	102.0	1,648.8
Newfoundland	19.2	0.0	0.0	314.8	13.3	347.3
Northwest Territories	558.3	177.7	34.6	431.8	90.0	1,292.4
Yukon Territory	285.5	95.9	32.0	474.8	0.0	888.2
National	91.4	58.7	226.5	86.9	737.5	1,201.0
Total	32,663.7	15,975.3	455.0	21,023.9	4,015.6	74,133.5
Percent	44 %	22 %	1 %	28 %	5 %	100 %

[1] Includes forestry development, administration and delivery costs.
[2] Estimate of expenditures subject to audit.

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Financing First Nation Forestry Development - Objective 3

Under this objective, the FNFP supported projects that identified financial resources that could be invested in First Nation forestry initiatives, or projects that addressed the establishment of mechanisms through which financing could be provided for First Nation forestry. Studies were conducted and directories compiled at both the national and regional levels to provide guides on the existing sources of funds available in the private and public sectors.

As the program gathered momentum in year two, it became obvious that First Nations were becoming successful at obtaining funds from federal and provincial government agencies and through partnerships with the forest industry. As a result, it was determined that the need to continue to identify potential sources of non-Aboriginal funding at the national level was not required and funding of these types of studies was discontinued. Several PTMCs did however, allocate some funding to these activities in the last two years of the program.

The FNFP contributed approximately $307 thousand to undertake these studies (Table 4). With the addition of contributions from First Nations and partners, the total value of projects undertaken was $455 thousand, or less than 1% of program expenditures (Table 5).

Reserve Forest Management - Objective 4

This objective focussed on the capacity of First Nations' governments to manage forests. Specific initiatives supported included the development and updating of forest management plans; managing the implementation of forest management plans; skill enhancement initiatives; and demonstration projects and communications initiatives targeted at First Nations' governments to promote sustainable forest management. The FNFP expended $6.5 million on this objective (Table 4). Just over $21 million, or 28%, of total funding was expended on reserve forest management activities (Table 5).

O&M Expenditures

O&M (operating and minor capital) expenditures were associated with the operation of the program and included expenditures on activities for First Nation leadership and skills development, management committee meetings, national provincial and territorial management committee meetings, preparation and distribution of communications materials, and program administration and delivery. These expenses totalled $4.0 million, or 16% of FNFP funds expended (Table 4), or 5.4% of total expenditures incurred (Table 5).

Regional Priorities

The FNFP recognized the varying regional forestry circumstances and needs of First Nations. It recognized that many First Nations were at different levels of development in their capacity to manage forests, that First Nations in some regions had relatively few but large forest reserves while other regions had many smaller reserves, that provincial policies related to First Nation access to off-reserve forests differed widely, and that the forest sector differed widely in scope and nature from region to region. The broad program objectives of the FNFP provided the flexibility to First Nations locally and regionally to undertake initiatives that best met their needs.

In the first year of the program, most PTMCs prepared statements of strategic direction which identified the priority areas for the expenditure of FNFP funds. While Tables 4 and 5 show actual expenditures by objective, Table 6 tabulates these same values as a percentage of a jurisdiction's total contribution expenditures over the five years of the program.

Table 6

Summary by Percentage of FNFP Federal Contribution Expenditures by Objective 1996/97 - 2000/01

Province/Territory	Expenditure of Federal Funds					
	Objective 1 Business Capacity Enhancement %	Objective 2 Cooperation and Partnerships %	Objective 3 Financing Mechanisms %	Objective 4 Reserve Forest Management %	Total %	Total [1] $000
British Columbia	64.5	18.2	0.0	17.3	100.0	4,200.1
Alberta	45.6	25.6	0.6	28.2	100.0	1.882.5
Saskatchewan	23.8	57.9	0.0	18.3	100.0	1,778.3
Manitobaa	61.1	21.5	2.4	15.0	100.0	1,408.9
Ontario	49.5	34.0	0.0	16.5	100.0	4,465.4
Quebec	42.9	7.9	0.0	49.2	100.0	3,696.3
New Brunswick	25.1	8.4	0.0	66.5	100.0	1,206.2
Prince Edward Island	90.3	0.0	0.0	9.7	100.0	46.2
Nova Scotia	10.2	4.3	0.0	85.5	100.0	843.5
Newfoundland	21.2	0.0	0.0	78.8	100.0	54.1
Northwest Territories	50.6	13.4	1.6	34.4	100.0	497.3
Yukon Territory	21.3	8.8	5.8	64.1	100.0	550.6
National	19.6	12.2	49.7	18.5	100.0	448.5
Total	45.3	22.3	1.5	30.9	100.0	21,077.9

[1] Expenditures subject to audit.

Priority for business capacity enhancement - Objective 1 was particularly strong in British Columbia, Alberta, Manitoba, Ontario, Prince Edward Island, and the Northwest Territories. Activities undertaken varied significantly within and between the different jurisdictions. These jurisdictions expended 65%, 46%, 61%, 49%, 90% and 51% of their funds on Objective 1 activities, respectively.

The management committee in Saskatchewan concentrated its effort on building cooperation and partnerships - Objective 2 and expended almost 58% ($1.0 million) of its funding on this objective. This objective was also relatively important in British Columbia, Manitoba and Ontario.

Reserve forest management - Objective 4 was of particular importance to most First Nations in Quebec, New Brunswick, Nova Scotia, Newfoundland, and the Yukon Territory. In these regions, priorities for forest management activities indicated a strong desire by First Nations to upgrade the quality and productivity of reserve forests. Funds were also used to investigate various opportunities to implement a regime of sustainable forest management or opportunities for value-added products from low value harvested forest products.

Financial Leverage and Creating Partnerships

From the beginning, the FNFP encouraged First Nations to find partners, both Aboriginal and non-Aboriginal, to share the costs of implementing and administering projects. There are many examples where the collaboration of First Nations and their partners not only led to the successful completion of projects, but had post-project benefits accruing to all involved. Financial resources contributed annually by First Nations and partners exceeded expectations for the program and demonstrated both the effectiveness of First Nations in acquiring financing for their projects and an increasing interest by the forest industry and government agencies in partnering with First Nations.

When the program commenced in 1996/97, it was estimated that First Nations and other sources would contribute approximately $12.0 million towards project costs over the five years of the program. The interest of First Nations in the FNFP for financial assistance to support forestry-related initiatives saw that expectation increase to an estimated $49.0 million, or $37.0 million more than that anticipated. Of the $49.0 million in funding from First Nations and partners, First Nations contributed $27.3 million, while partners contributed approximately $21.7 million (Table 7).

Non-Aboriginal partners, particularly the forest industry, working with First Nations provided valuable outside expertise and advice on projects that some First Nations may not have had otherwise. These partnership arrangements contributed to the successful completion of many projects and opened new doors for employment opportunities for many project participants and community members.

Financial resources contributed annually by First Nations and partners exceeded expectations for the program.

Table 7

Summary of Contributions to FNFP Projects from First Nations and Others Sources 1996/97 - 2000/01

Province/Territory	First Nations		Other Sources		Total $000
	Cash $000	In-kind $000	Cash $000	In-kind $000	
British Columbia	3,092.0	1,072.6	3,155.8	757.4	8,077.8
Alberta	1,846.7	33.1	517.8	59.0	2,456.6
Saskatchewan	1,521.1	232.6	1,372.8	388.0	3,514.5
Manitoba	1,357.1	109.9	470.4	421.4	2,358.8
Ontario	3,835.7	1,076.0	5,410.1	616.5	10,938.3
Quebec	11,255.4	0.0	4,779.7	0.0	16,035.1
New Brunswick	460.4	93.9	2,304.9	697.0	3,556.2
Prince Edward Island	15.3	16.5	30.0	0.0	61.8
Nova Scotia	328.7	222.1	121.0	31.5	703.3
Newfoundland	256.3	16.7	4.2	2.7	279.9
Northwest Territories	345.6	15.5	276.1	67.9	705.1
Yukon Territory	6.0	74.1	257.5	0.0	337.6
National	0.0	0.0	15.0	0.0	15.0
Total	24,320.3	2,963.0	18,715.3	3,041.4	49,040.0

Benefits and Costs

The financial assistance provided by the program and the contributions to projects by First Nations and other sources over the five-year period of the program had a significant impact on assisting First Nations augment their capacity and technical skills in forestry-related activities. These acquired skills and the training provided opportunities for many individuals to find part and full time employment in the forest sector and, as well, for communities to have greater involvement in forestry through various types of partnership arrangements with the forest industry. The success of First Nations in acquiring incremental project funds and developing partnership arrangements with members of the forest industry was one of the program's more significant achievements.

Over the five-year period, the program created in excess of 55,000 person-weeks of employment for First Nations in many different areas of forestry-related activities. These person-weeks of employment translate into 3,961 project participants receiving on-the-job training experience.

Over the five years, there were 72 business-related feasibility studies undertaken, 99 business plans prepared, and 84 forest management plans prepared or updated (Table 8).

Table 8

FNFP Costs and Benefits
1996/97 – 2000/01

	1996/97	1997/98	1998/99	1999/00	2000/01	Total
Costs	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**
FNFP						
Business Capacity Enhancement	2,123.3	2,221.1	1,816.7	1,848.9	1,538.3	9,548.3
Cooperation and Partnerships	960.7	1,120.2	1,099.6	854.6	662.3	4,697.4
Funding Mechanisms	168.0	23.7	33.2	15.8	66.1	306.8
Reserve Forest Management Capacity	1,900.3	1,387.6	1,175.4	1,215.7	846.4	6,525.4
O&M	637.9	781.5	848.9	877.5	869.8	4,015.6
Total FNFP	**5,790.2**	**5,534.1**	**4,973.8**	**4,812.5**	**3,982.9**	**25,093.5**
First Nations and Other Sources						
First Nations						
Cash	3,610.7	5,791.9	2,978.5	5,909.2	6,030.0	24,320.3
In-Kind	213.6	848.5	738.5	618.2	544.2	2,963.0
Other Sources[1]						
Cash	1,935.8	4,751.3	5,402.5	3,485.8	3,139.9	18,715.3
In-Kind	105.9	569.7	626.5	1,229.9	509.4	3,041.4
Total First Nations and Other Sources	5,866.0	11,961.4	9,746.0	11,243.1	10,223.5	49,040.0
Total FNFP, First Nations and Other Sources	**11,656.2**	**17,495.5**	**14,719.8**	**16,055.6**	**14,206.4**	**74,133.5**
Benefits						
Person Weeks of Employment	7,902	13,892	11,023	11,505	10,867	55,189
Number of People Gaining Work Experience	442	428	499	1,831	761	3,961
Training/Workshops/Conferences	19	32	38	109	18	216
Feasibility Studies[2]	29	17	12	7	7	72
Business Plans Developed[3]	26	26	21	15	11	99
Forest Management Plans Prepared/Updated[4]	16	14	20	21	13	84

[1] Federal and provincial government agencies and the private sector.
[2] See Appendix 1 for details.
[3] See Appendix 2 for details.
[4] See Appendix 3 for details.

Communications

FNFP communications included not only efforts to convey information about the FNFP, but also outreach initiatives to provide First Nations with important information related to forestry development.

There were many forms of outreach activities undertaken over the five years. In total, there were 216 conferences, workshops, seminars, training courses, and on-site technology transfer sessions held at various times throughout the country.

In addition to outreach activities, the FNFP undertook initiatives intended to provide a better understanding of the purpose of the program, the kinds of activities undertaken, and benefits derived. Examples included newsletters, the FNFP web site, annual program reports and conference proceedings. Transparent and open communication provided the level of accountability for program activities and expenditure of funds expected of a publically funded program.

Because of the importance of these initiatives and the role they served to support the purpose and objectives of the program, they are described in further detail in Chapter Three.

FNFP Interim Review

Under the FNFP Memorandum of Understanding signed by NRCan and DIAND in 1996, the National Management Committee was obliged to undertake an independent review of the program prior to March 31, 1998. The purpose of the review was to determine whether the program's purpose and objectives were being met and to identify and recommend measures for improvement.

The study was conducted by Han Martin Associates, an Aboriginal consulting firm, in a joint venture with Agfor Inc., both located in Fredericton, New Brunswick. The review was guided by an Advisory Committee with representation from DIAND, CFS, and the First Nation community. The Committee was chaired by the Evaluation Manager, Audit and Evaluation Branch, Natural Resources Canada.

The report (November, 1998) *First Nation Forestry Program (FNFP): Interim Report* was positive about the program. It contained 22 recommendations for consideration by the National Management Committee. These recommendations were directed at program improvements that could be implemented both nationally and regionally.

The following are a selection of a number of highlights from the report:

- *"...the program is making a positive difference in enhancing First Nation capacity to undertake forest-related businesses";*
- *"...while it is early to say whether the objectives will be achieved, the program appears to be moving in the right direction";*
- *"...the involvement of First Nations on the provincial/territorial management committees was found to be positive and an important factor in enhancing capacity";*
- *"...the program does largely address First Nation forestry-related needs. However, within the five-year duration of the program, First Nations will not have achieved self-sufficiency, as only some of the First Nations have had the opportunity to participate in the program for some aspects of capacity building";*

- *"...the FNFP is congruent with the visions and needs of 85% of First Nations participating in the program";*
- *"...most initiatives would not have proceeded without FNFP funding"; and*
- *"...the FNFP is more than a program, it is a concept and a process that ushers in a new relationship between First Nations, government and the private sector."*

The 22 recommendations were responded to by the National Management Committee and presented to the provincial and territorial management committees for discussion at the National PTMC Meeting held in Saskatoon, Saskatchewan in March, 1999. All 22 recommendations were acted upon and implemented where practical and reasonable by both the NMC and PTMCs.

Commissioner of the Environment and Sustainable Development Report

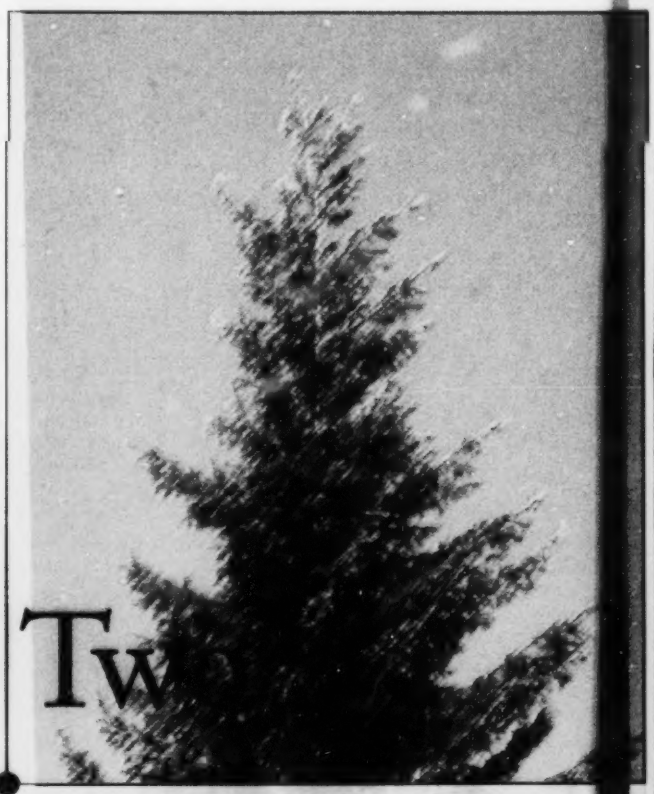
In May, 2000, the Commissioner of the Environment and Sustainable Development tabled his report in the House of Commons. In Chapter 6, *Working Together in the Federal Government*, he cited six case studies to demonstrate how effective partnerships can be created and managed among federal departments. One of the six case studies audited and reviewed by the Commissioner was the First Nation Forestry Program. The review of the FNFP was in every aspect positive.

Among a number of findings, the report states the following:

- *"The complementary roles and the clear specification of functions, responsibilities and processes have contributed to an effective working relationship between the two signatory departments and with the key stakeholders".*
- *"Clear objectives and a flexible management structure have supported the program's success".*
- *"The details of the roles of the two signatory departments.....are specified in a manual of standards and procedures. This flexible structure and the involvement by both the Canadian Forest Service and First Nations means that decisions are made openly and are supported by key players".*
- *"Initial co-ordination was achieved quickly because the program goals had strong support from senior management".*
- *"Overall the program has been very successful in obtaining additional funds to complement resources supplied through the program".*

Program participants, however involved in the program, can be extremely proud of the recognition the FNFP has received regionally and nationally as a successful partnership program. The cooperation, assistance and enthusiasm provided by all achieved a great deal over a short time.

> ***"Clear objectives and a flexible management structure have supported the program's success." Commissioner of the Environment and Sustainable Development.***



Chapter Two

Making the Program Work:

The Strength of Partnerships

Making the Program Work:

The Strength of Partnerships

Introduction

The input and level of participation by First Nations to the First Nation Forestry Program were among the program's greatest strengths. The FNFP encouraged First Nations to become involved in program delivery and decision making and provided them the opportunity to be full participants in managing and delivering the program.

Program management of the FNFP consisted of a National Management Committee and twelve provincial and territorial committees. It was this structure, and particularly the working relationship that evolved between the Canadian Forest Service, Indian and Northern Affairs Canada, and First Nations that resulted in the program's successful implementation.

Provincial and territorial management committees played a key role in identifying regional forestry requirements and opportunities and used the FNFP to help address many of these needs through project implementation, practical on-site training, workshop/conferences and partnerships.

"Our management structure has been very helpful towards increasing First Nation capacity and participation in this program." Harry Bombay, NMC First Nation Representative.

National Management Committee

"Our management structure has been very helpful towards increasing First Nation capacity and participation in this program. It has been an important first step towards First Nation control and responsibility of their own forestry interests." - Harry Bombay, First Nation Representative to the NMC

While providing overall direction to the program, the NMC's responsibilities included developing policy, establishing management standards and procedures, implementing the program, allocating funding to the PTMCs, facilitating program communications, and establishing cooperative arrangements with other federal departments.

The NMC membership included a representative from the Canadian Forest Service, Indian and Northern Affairs Canada, and First Nations.

During the first year of the program, the NMC established a FNFP Advisory Group, made up of

one First Nation member from each PTMC. The Advisory Group provided direct input to the NMC on program issues and provided recommendations on program improvement, best practices and sharing common experiences. By February 1999, the FNFP Advisory Group function had evolved into an annual workshop for all provincial/territorial management committees. This provided an excellent forum for allowing all PTMC members to connect and share experiences.

Provincial/Territorial Management Committees

The PTMC structure demonstrated a unique flexibility within the FNFP. While each committee shared the same roles and responsibilities, committees chose to set individual priorities and goals. The way these individual priorities and goals were achieved varied dramatically.

The membership of each PTMC was adjusted to better fit the province or territory it served. While each had minimum representation from the Canadian Forest Service, Indian and Northern Affairs Canada and First Nations, the number of representatives varied with each committee. A number of PTMCs included provincial/territorial government and forestry industry representatives as well.

Each PTMC was responsible for establishing priorities from among the program's four objectives, as well as setting the strategic direction for its own province or territory. Because these activities were carried out at a regional level, local conditions and available resources were taken into account and dealt with during the planning stage. For example, in provinces and territories having First Nations with little exposure to commercial forestry experience, Objective 4 –*to enhance the capacity of First Nations to sustainably manage reserve forests* – was a top priority. In other jurisdictions, different opportunities dictated the PTMCs devote a significant portion of their budget to other objectives.

PTMCs were responsible for soliciting, reviewing and approving projects for funding. This involved notifying each community about the program, its objectives and the guidelines for project funding. The process also involved establishing funding criteria and an evaluation process, as well as deciding and delivering the appropriate amount of funding to each approved project. While the basic framework was the same, each committee had a different decision-making process for project approval. Some PTMC members participated throughout the entire process, while others based their decisions on recommendations prepared by PTMC members from the Canadian Forest Service. Each committee was able to choose the best process for their region, based on their understanding of the local community's needs and concerns. The result was a process that was both adaptive and evolving to meet the specific needs, objectives and goals of each committee.

The National Management Committee and the Provincial/Territorial Management Committees worked together to encourage the creation of partnerships between First Nations and First Nations with governments and industry. To assist partnership development, conferences, workshops and forums were organized to provide First Nations the opportunity to discover what others were doing and to develop opportunities leading to partnerships with private sector companies or government departments or agencies. The PTMCs also encouraged First Nations to pursue funding for projects outside the FNFP. In most cases, the evaluation process considered outside sources of funding where funding opportunities were worked into the criteria for the project evaluation process. Applicants applying for funding had to demonstrate that the project would receive support from other sources. This practice built First Nations' self-sufficiency and encouraged development of forestry opportunities and partnerships outside of the FNFP.

Finally, the PTMCs were responsible for communication projects, including the promotion of the FNFP among First Nations, government, the forest sector and the public. These activities were often tied to events and workshops organized to promote partnership opportunities. Additional communication projects included newsletters and press releases. Regions, such as British Columbia, were particularly active in communicating program successes to media and other audiences.

The membership of each PTMC evolved to better fit the province or territory it served. While each consisted of representatives from the Canadian Forest Service, Indian and Northern Affairs Canada and First Nations, the number of representatives varied with each management committee. By the fifth year of the program seven of the twelve PTMCs had representatives from the provincial/territorial government and/or the forest industry. These representatives provided additional expertise, experience and advice in discussions related to forest management and other matters related to forestry within the province or territory. They also provided First Nations with important linkages to the provincial/territorial government and the forest industry.

Presented below are examples of four provincial management committees. These examples serve to illustrate how each operated and the different practices adopted by each committee to meet their clients' needs.

British Columbia

...a PTMC with a very business-oriented approach to approving projects and supporting its First Nation participants.

The British Columbia (BC) Management Committee, or "the Management Board", was one of the largest FNFP committees. Totaling 12 people, the Management Board included nine First Nation members and one representative from each of the Canadian Forest Service, Indian and Northern Affairs Canada and the provincial Ministry of Forests. The First Nation representatives on the Management Board were selected based on technical skills and forestry or business experience rather than band or geographic representation.

" A big part of the FNFP was encouraging First Nations to forge partnerships and secure funding with forest companies and other government programs." Nello Cataldo, Canadian Forest Service.

"There are almost 200 bands in BC, so it would have been impossible to have that type of representation on the committee," says Nello Cataldo, the Canadian Forest Service member of the Management Board. "We held an initial meeting with some First Nation representatives that the Canadian Forest Service was working with and the idea came up for participants to be chosen based on experience and skill sets rather than geography."

The result was a PTMC with a very business-oriented approach to approving projects and supporting its First Nation participants. One of the most unique features of the BC Management Board was its aggressive search for industry and government partners at every level.

"A big part of the FNFP was encouraging First Nations to forge partnerships and secure funding with forest companies and other government programs," says Mr. Cataldo. "The Management Board decided to take this philosophy to the PTMC level, and began looking at forging relationships with federal, provincial and industry partners. We led by example."

To support this effort, the Management Board organized a meeting in Vancouver in November, 1998 with various industry and government groups. The purpose of the meeting was to exchange information, explore mutual opportunities, and generate interest in formal partnerships. "Some mandates didn't fit, but all were interested in learning more about the program. Many discovered they had many opportunities to collaborate," Nello Cataldo comments.

Soon after the November 1998 meeting, the Management Board began making presentations to other boards and committees from interested organizations.

"Our strategy was to go local instead of political," says Bob Hart, the INAC representative on the Management Board. "We went to field officers in other departments, and tried to build partnerships from the ground up. We were dealing with the stock and trade of the industry. They work in it everyday and know where benefits and interests lie."

As a result, Forest Renewal BC, a provincial crown corporation, entered into a partnership agreement with the FNFP for 2000/2001. During 2000/2001, nine projects were supported by Forest Renewal BC, adding an extra $91,000 to the FNFP's funding resources.

Over the five years of the program's operation in British Columbia, 218 projects were approved and initiated. The total value of these projects was $12.9 million, of which $4.2 million was FNFP funding.

Manitoba

.... having a wide range of representation on the committee has allowed each group to recognize the strengths in the others, and the importance of having different points of view.

The Manitoba Management Committee could boast both industry and provincial government representation. In 1999, the original seven-person committee (4 First Nations, 1 INAC, 1 CFS/NRCan) decided to invite representation from the three largest forest industry companies in

Manitoba, as well as a member from the Manitoba government.

Together, the three major forest companies (Louisiana Pacific Canada, Tolko Industries Ltd. and Pine Falls Paper Company) control most of Manitoba's forest resources. The Committee recognized the benefit of having these companies at the table, and began efforts to get them working with the program. In March 1999, the Management Committee organized a "Forestry Forum", and brought the province's First Nations and industry together to discuss mutual opportunities.

"There was a lot of apprehension before the Forum. Everyone expected conflicts," says Joe DeFranceschi, one of the Committee's Canadian Forest Service representatives. "But, overall it was a very positive experience." All parties made presentations during the Forum to highlight their activities and how they thought they could work together under the FNFP.

Shortly after the Forum was held, spaces were created for representatives from the three companies. A provincial representative was invited to join and a space was created for an additional First Nation member.

Having industry represented on the Management Committee brought several benefits to Manitoba First Nations, according to Maria Moore, Committee Chair and Manager of Tribal Government Services for the Swampy Cree Tribal Council. "Industry is really beginning to see the big picture," she says. "This is not just about making money. It's about employment for First Nations, economic development and First Nations being able to manage our own lands. Industry is becoming much more sensitive to First Nation treaties and titles to the forest."

Bob Yatkowsky, an industry representative from the Pine Falls Paper Company concurs. "The program has really advanced awareness between First Nation communities, government and industry. We are getting involved in different aspects of First Nation forestry, and learning there are other values out there to understand and integrate into our partnerships. If you can get everyone working together, you can accomplish so much more."

The Management Committee also created a unique application process to better serve its clients. Each year, the Committee undertook a preliminary screening of proposals and discarded ineligible projects. Then, community members were invited to make verbal presentations to the PTMC on the merit of their initiative. This allowed the Management Committee to ask questions about the project and explore the project's "fit" with community priorities.

"It also placed applicants at the same level," says Mr. DeFranceschi. "If one community paid a consultant for a professionally prepared proposal and another wrote it on their own, we wanted to make sure there wasn't any kind of prejudice. With verbal presentations, everyone was on the same playing field."

The PTMC then decided which projects to fund and appropriate levels of funding. Throughout the year the Management Committee reviewed approved projects, and in mid-winter, everyone was invited to present an update on the status of their project. This process allowed the Committee to track each project and to determine whether a project was on or over budget. At that time, funds could be reallocated to balance out project funds.

> ***"Industry is becoming much more sensitive to First Nation treaties and titles to the forest." Maria Moore, Swampy Cree Tribal Council.***

" This program was a real asset to First Nations who were entering the forestry sector or expanding existing businesses and skills." Barry Brant, Indian and Northern Affairs Canada.

Traditionally, the program received more proposals than could be funded each year. "It was a big challenge for us. The Committee was always looking for better ways to administer the program", says Maria Moore.

During the past five years, the Committee was able to grow and evolve according to community priorities and conditions within the local forestry industry. The ability to react quickly to changes in regional priorities was central to the success of the Management Committee, and the FNFP overall.

Over the five years, the Management Committee approved 55 projects valued at $3.8 million. Of this, the FNFP contribution was $1.4 million.

Ontario

.... local-level decision-making practices allowed the Ontario application process to be inclusive, more efficient and more responsive to the development time of each project reviewed by the Committee.

The Ontario Management Committee (OMC) provides another example of the FNFP's response to client needs. The OMC's First Nation representatives were chosen from the four political territorial organizations that exist in the province. A fifth position was created for one of the 11 independent First Nations not represented by the four main organizations. Each First Nation member also had an alternate, ensuring First Nation participation at every meeting. One representative from Indian and Northern Affairs, and another from the Canadian Forest Service comprised the final two of the seven OMC members.

Ontario's application process was similar to the other provinces. However, the OMC established no fixed deadlines for applicant submissions. This was in response to concerns from clients about meeting submission deadlines.

"The OMC members recognized that First Nation forestry organizations were at different stages of development and, for this reason, there was not a specific deadline for submission," noted Chief Vernon Syrette, of the Batchewana Band in Sault Ste. Marie and the First Nation representative from the Association of Iroquois and Allied Indians. Chief Syrette explained that proposals were reviewed and evaluated throughout the year on a "first-come-first-serve" basis, until funds for the year were depleted.

"We tried to make the process as easy as possible and received proposals in a variety of formats," says Chief Syrette. "We thought support from the FNFP should be based upon the merits of the proposal rather than how well the forms were completed."

"This program was a real asset to First Nations who were entering the forestry sector or expanding on existing businesses and skills," says Barry Brant, OMC representative from Indian and Northern Affairs Canada. "First Nations were able to access the program for a wide variety of projects that required capacity development, such as computer courses in GIS, office management, project planning, financial skills and business plan development."

By allowing First Nations to define their own needs, and then providing resources to develop necessary skills, the FNFP was successful in transferring forestry knowledge and technology to First Nation communities.

The Ontario Management Committee approved 143 proposals over the program's five year mandate. The total value of these projects was $15.4 million, of which the FNFP contributed $4.5 million.

Quebec

... now the PTMC management structure has greater power to develop First Nation forestry skills and respond to community issues and concerns.

The evolution of the Quebec Management Committee was unique since, until the fall of 1999, there was no direct First Nation representation on the Management Committee. Instead, First Nations participated through the General Assembly of First Nation Administrators, which represented each community and usually met twice each year.

The reason for this began with the Indian Lands Program. The FNFP replaced the Indian Lands Program, which used several working groups and committees, including the General Assembly, in its administrative and decision-making processes.

When the FNFP appeared, it created a simplified management structure that allowed a smaller number of First Nation representatives to serve on the PTMC. Many who participated in the old Indian Lands Program were unhappy with this change. "They felt there shouldn't be any one person or community with more information than everyone else," says Alain Dubois, a PTMC member from the Canadian Forest Service.

For several years, the Quebec Management Committee consisted of two representatives from Indian and Northern Affairs Canada and two from the Canadian Forest Service. The Management Committee reviewed applications and made recommendations to the General Assembly. At a 1999 General Assembly meeting, the First Nation communities decided to elect six representatives to the PTMC.

"During that election there was a desire to have equal representation based on forestry experience and available resources," says Mr. Dubois. "So the PTMC consisted of one representative from a community with no forestry experience, one representative from a community with mid-range experience, and one representative from a community that was quite advanced. We also had a representative from a community with a large forest land base, one from a community that was in the middle, and one from a community with no forests. This way, everyone's interests were represented."

Overall, the role of the PTMC did not change dramatically with First Nation representation. The Canadian Forest Service reviewed individual projects before, and that was still the case. The First Nations were more comfortable with this because they saw the CFS as an impartial agency. The PTMC made

recommendations on priorities, criteria and procedures to the General Assembly, but the final decisions on which projects were approved were still voted on by the members of the Assembly.

The real difference for the PTMC after the First Nation representatives joined was a deeper level of First Nation participation in the FNFP, and a greater knowledge of local priorities and First Nation concerns within the Management Committee. First Nations legitimized the PTMC management structure and it had greater power to develop First Nation forestry skills while responding to community issues and concerns.

The Quebec Management Committee approved 111 proposals over the program's five year mandate. These projects were valued at $19.7 million, of which the FNFP contributed $3.7 million.

Success of the PTMC Framework: A Summary

As demonstrated, the PTMC framework provided a flexible, cooperative approach to program management. It allowed for different priorities and needs in different areas, and recognized the value of local input in decision making. The emphasis it placed on partnerships and leveraging funding from other sources allowed First Nations to develop forestry skills, while becoming continually more independent and self-sufficient.

The provincial and territorial management committee structure has been credited as a success in terms of encouraging First Nations to seek additional funds and partnerships before submitting project proposals. The Audit Report from the Commissioner of the Environment and Sustainable Development released in May 2000 noted, "Other organizations have contributed $21 million beyond initially planned levels".

With PTMC encouragement, First Nations easily met the challenge of additional funding by soliciting support from a wide range of individuals, organizations and forestry businesses across the country. The audit report also cited the FNFP as a model for the development of other First Nation programs that reflect the priorities of Aboriginal peoples and acknowledge the complex and shifting relationship between First Nation, government and Canadian society.

First Nations interest in the FNFP surpassed original expectations. Most management committees received far more proposals than they were able to support with available funding, and

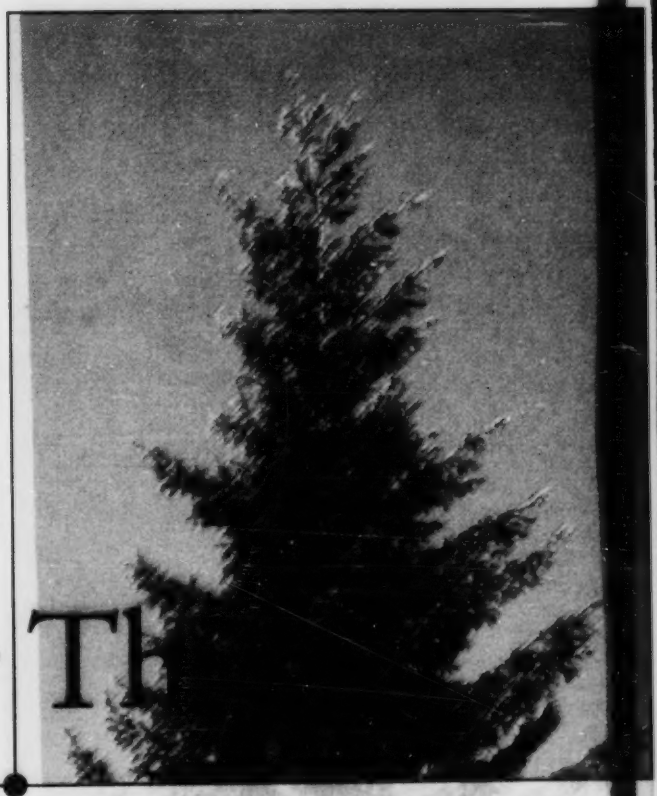
had to "cap" funding for individual projects in order to ensure the largest possible number of proposals were approved. This level of enthusiasm is easily explained by the many benefits created through the FNFP's flexibility, business approach and strong focus on First Nation input and participation. In the Interim Review of the FNFP, (November, 1998) "clients and program officials indicated that First Nation involvement on the PTMCs was positive [because] it improved program delivery, brought awareness of local issues to the PTMC, and gave First Nations the opportunity to gain information about forestry and be involved in program management".

The value of First Nations identifying and working to fulfil their own priorities and requirements was an obvious aspect of the program. The PTMCs and FNFP were able to set many communities on a path towards resource management and economic success. With clear First Nation voices to guide them and local input keeping objectives in-line with community needs, the PTMCs were well prepared to continue supporting First Nation forestry and business development.

The program witnessed the emergence of a strong First Nation leadership over the five years. This provided a level of competence and credibility to speak authoritatively to local and regional First Nations forestry issues. In the last year of the program, over 80 First Nations representatives were involved in the management and delivery of the program. These representatives were able to bring to the table and articulate the provincial and territorial forestry requirements for the Nations they represented. Additionally, the majority of PTMCs were either chaired or co-chaired by a First Nation representative.

Overall, the FNFP management structure was a direct reflection of the partnership, governance and community development themes set out by Gathering Strength and other federal policies, and should be considered a successful example for future government/First Nations cooperative endeavours.

" The FNFP is more than just a program, it is a concept and a process that ushers in a new relationship between First Nations, governments and the private sector."
Interim Review of the FNFP, 1998



Chapter Th

Communication and Outreach

Communication and Outreach

Since its inception, open communication and sharing of information were important to the successful delivery of the First Nation Forestry Program.

Information on program administration, funding allocations, extension information, as well as program newsletters, annual reporting and a web site were core communication activities that were undertaken at both regional and national levels. Program-sponsored workshops, seminars and conferences were also an important part of the program's outreach activities. Such activities and initiatives enhanced the ability of the program to deliver it's objectives. These activities also ensured that program participants and others remained well-informed about both program and project initiatives across the country.

The program's primary communication goal was to promote program achievements to participants and potential participants.

The program's primary communication goal was to promote program achievements to participants and potential participants. Key messages included the need for co-operation between First Nations, governments and non-governmental agencies and the need to facilitate opportunities to build First Nations' capabilities through forest-based business development, technical capacity and partnerships. Generating funding from non-governmental sources to support opportunities, along with the need to pool scarce resources, were also necessary to ensure the success of projects.

Partnerships created between First Nations, the forest industry and government agencies were promoted through success stories from the forest business sector and from First Nations and private sector partnerships. Specific forest based business development initiatives were profiled as examples of how First Nations, industry and government can work together to deliver mutual benefits.

1. Communication Activities

Linking issues.....ideas.....regions

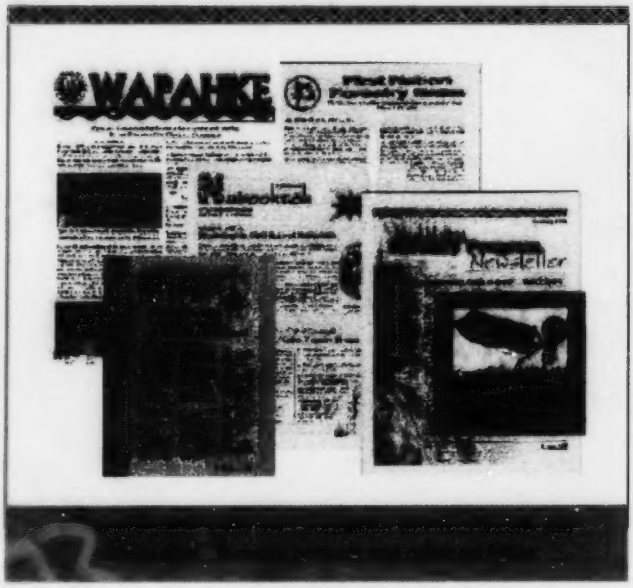
During the five years of the FNFP, various communication initiatives were undertaken at both the regional and national levels. These initiatives were intended to provide regular and timely information to First Nations, and others, about forestry projects and other activities. Intended audiences for general information were First Nations communities, program participants, stakeholders and the general public.

Examples of communication products and outreach activities are described below.

Newsletters

Beginning in 1997 with "*the Bridge*", the FNFP regional newsletter for British Columbia, a variety of newsletters and regional publications were produced. The British Columbia newsletter was followed by *The First Nation Forestry Program Newsletter* (a nationally-distributed publication), *First Nation Forestry News* (Ontario), *Wapahke* (Quebec), and *Nabooktôk* (New Brunswick).

Typically, newsletter articles highlighted projects funded by the FNFP and focussed on building capacity for good forest management and business development practices as well as featuring other successful projects that made the FNFP a positive force for First Nations. Other articles included interviews with First Nation participants in addition to administrative information such as a listing of projects and their costs. Newsletters were distributed to FNFP participants, individuals in government, industry and to interested public audiences.



Annual Reports

Annual reporting of the program's administration, management and recent activities was an important communication goal. The FNFP Annual Reports collected and published each year's activities together under one cover. The reports were made available to all Canadians. Annual reports also served as excellent opportunities to promote some of the many successful projects undertaken in every province and territory across the country. FNFP Annual Reports were produced for the periods 1996/97, 1997/98 and 1998/99. This summary report brings together and highlights the five years of the program.

Program Reports

A basic premise of the FNFP was to pursue a process that was open and transparent. Communications fulfilled an important part of this premise by ensuring that all reports prepared for the program were made available and circulated as widely as possible. Throughout the five years of the program, more than 25 reports, documents and other materials were prepared and made available to the public via print, and Web publishing.

A list of FNFP reports and an order form can be found at the end of this summary report.

Website

The FNFP web site **<www.fnfp.gc.ca>** launched in 1997, provided a valuable means of communicating program and other related activities to broad national and international audiences. Since 1997 the Web site had approximately 1.7 million hits made by 98,000 visitors. This translates into roughly 30,000 users of the site. The site remains accessible and contains current and archived information describing program management, project profiles, FNFP success stories, as well as a selection of program reports and FNFP newsletters. All FNFP participants were encouraged to use this Web site for information that may have been of interest to them.

Display Booths

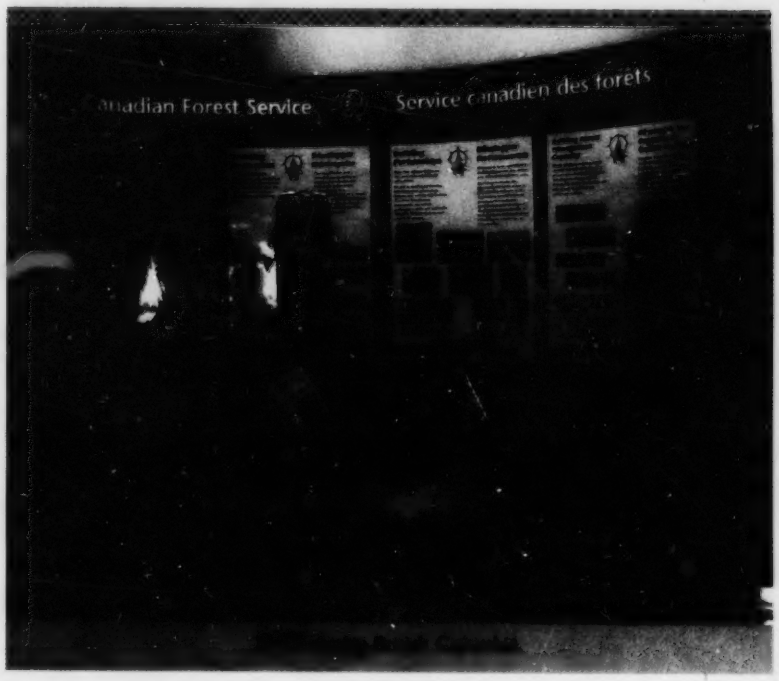
The FNFP has several display booths that were regularly brought to First Nation conferences, trade shows and other events where program material such as reports, brochures, posters, and other materials were available to all interested parties. Participation at these various venues provided a valuable opportunity to market and create an awareness of the program, highlight its successes, and network with many First Nations participating in or interested in participating in the program.

2. Outreach Activities

Sharing knowledge....information....opportunities

Conferences, workshops, and training courses played a significant role in supporting FNFP outreach activities. Outreach initiatives were undertaken to assist First Nations gain increased insight as to how their communities could maximize economic opportunities within the forest sector (conferences and workshops), increase their knowledge and skills (training sessions and demonstrations), while providing participants the opportunity to network and share experiences and successes with others across all regions of the country.

Examples of various outreach activities undertaken during the five years of the FNFP are described below. Proceedings for most of the conferences mentioned are available in print and also appear on the FNFP Web site at <www.fnfp.gc.ca>.



Conferences

Aboriginal Business Partnerships in Forestry: A Conference to Explore New Business Opportunities in Forestry for Aboriginal People

Saskatoon, Saskatchewan, February 26-27, 1997

This conference was organized to explore forest sector business opportunities for sustainable community development and economic improvement in First Nation communities across Canada. The conference was supported by the management committees of Manitoba, Saskatchewan, Alberta and the Northwest Territories, with joint sponsorship by the Canadian Forest Service and Indian and Northern Affairs Canada. Approximately 200 participants from across Canada attended.

Aboriginal Entrepreneurship in Forestry

Edmonton, Alberta, January 27-29, 1998

This conference was designed to introduce participants to topics relevant to First Nations that were considering business opportunities in the forest sector. Its objectives were to encourage First Nations to consider opportunities in the forest sector by meeting with other forest sector entrepreneurs to discuss potential business enterprises related to the forestry sector.

Supported by the Manitoba, Saskatchewan, Alberta and the Northwest Territories management committees, more than 300 participants attended. The majority of delegates were from First Nation communities across Canada. In addition representatives from Aboriginal organizations, tribal councils, treaty offices, industry, academia and government representatives also participated.

First Nation Forestry Development: Ideas Worth Sharing

Quebec City, Quebec, March 26-27, 1998

Organized to discuss and disseminate forestry-related information on a variety of topics specific to the interests of First Nations, conference presentations included: the value of non-traditional forest products and the benefits of value-added products; the importance of communications in business; and how to bring projects to fruition. The conference attracted First Nations and other participants from throughout Quebec.

Northern Forests - Northern Challenges: Establishing a Cooperative Approach to Forest Development

Hay River, Northwest Territories, October 5 - 8, 1998

This was a cooperative initiative between the First Nation Forestry Program, the Northwest Territories Department of Resources, Wildlife and Economic Development, the Northwest Territories Development Corporation, the Department of Indian Affairs and Northern Development (Yellowknife), the Rural Partnerships Initiative (Agriculture Canada), the Canadian Forest Service and the Town of Hay River.

The theme of the conference complemented the purpose and objectives of the First Nation Forestry Program to further build capacity in forestry among First Nations living in the more remote regions of northern Canada.

The conference included plenary and concurrent sessions on a variety of forestry-related topics including: legislation; industry development; ecology; cultural and socio-economic uses of the forest; and, training and integrated resource

planning. Four full-day field trips gave delegates a greater understanding of some of the key issues facing forestry in the north. As well, a trade show helped to introduce conference delegates and the local community to various programs, services and forestry-related products and equipment. More than 140 people participated in the 3-day event.

Training to Work in the Forest
Winnipeg, Manitoba, February 15-17, 2000

The conference and workshops highlighted the value of training while providing participants with introductory training on a variety of forestry-related activities that could provide opportunities for Aboriginal communities.

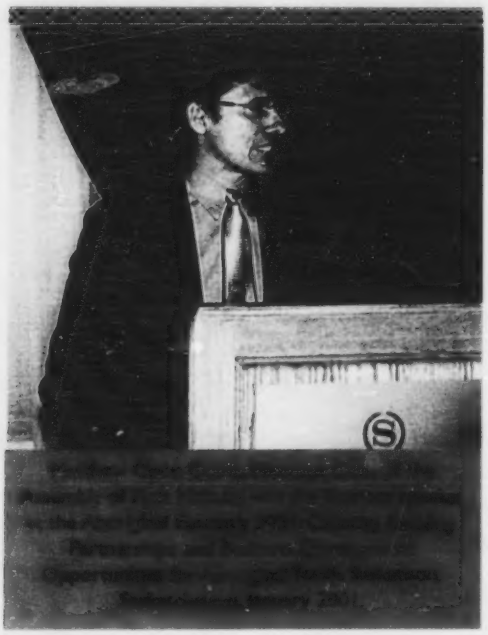
Plenary sessions with keynote speakers, introduced participants to the importance of training and training opportunities available to Aboriginal peoples. Forestry resource issues were also addressed. Conference delegates included Aboriginal people, and representatives from the forest industry, government and academia. Workshops focussed on such diverse topics as: operating and maintaining a portable sawmill; obtaining and managing a silviculture contract; lumber grading and log scaling; traditional land use studies; understanding forest management planning concepts and forest inventory; using GIS in forestry; and, log house construction. A hands-on training format was used for workshops. Approximately 400 delegates from across Canada and the United States participated at this conference.

First Nation Forestry Conference and AIEDON Annual Meeting
Edmonton, Alberta, July 20-21, 2000

The First Nation Forestry Conference and AIEDON Annual Meeting was organized by AIEDON (Alberta Indian Economic Development Officers Network) and financially supported by the First Nation Forestry Program and Indian and Northern Affairs Canada. The purpose of the conference was to discuss forestry issues in Alberta and to identify opportunities and constraints facing First Nation people in the forest sector. Based on discussions held during the workshop, "*A Report on the First Nation Forestry Program in Alberta: The Next Millennium*", was prepared. This report outlines potential program areas for the First Nation Forestry Program in Alberta for the near future. The majority of the 40 conference delegates were economic development officers from First Nation communities across the province.

Aboriginal Forestry 2001: Capacity Building, Partnerships, Business Development and Opportunities for Aboriginal Youth
Saskatoon, Saskatchewan, January 2001

Over three days, participants learned of forest sector opportunities both on and off-reserve with a special focus on opportunities for Aboriginal youth. Plenary sessions and workshops covered a wide array of technical topics such as forest management, business topics such as operating a logging business, and socio-economic topics such as preparing for employment in forestry. Achievements of Aboriginal communities, businesses and individuals involved in the FNFP were highlighted. Challenges of preparing for greater Aboriginal involvement in Canada's forest sector and how Aboriginal youth can share in these opportunities were featured. The conference was sponsored by FNFP and Canada's Model Forest Program. Approximately 400 people attended.



Workshops

Training and development for a prosperous future...

Alternative Heating Options for Remote Communities: A Forest Biomass Approach
Thunder Bay, Ontario, March 10-11, 1999

This workshop was sponsored by both FNFP and CFS' ENFOR (ENergy from the FORest) program. Other workshop partners included Natural Resources Canada's CANMET-Energy Diversification Research Laboratory; FEDNOR (Federal Economic Development Initiative in Northern Ontario); and Kewache-Ete-Min, the Grassy Narrows Band Community Development Corporation. The workshop was jointly hosted by the FNFP (Great Lakes Forestry Centre, CFS, Sault Ste. Marie and the Northern Forestry Centre, CFS, Edmonton).

The workshop focussed discussions on the high cost that communities in remote locations pay for heating public buildings and presented the potential social, economic and resource management benefits that could be realized through alternative options. Experts in alternative heating options, such as wood and other bio-mass heating systems, met with participants during the workshop. Various publications, reports, technology demonstrations and technology promotions were also available to participants.

Workshop participants benefitted from the technical information provided on topics such as the engineering aspects of biomass heating facilities, options for harvesting, transporting and efficiently processing trees into wood chips, as well as the design, construction, operation, and maintenance of heating facilities.

Of the 46 participants of the workshop, 27 were representatives from 17 First Nation bands and organizations.

A Dialogue with First Nations on Forestry in Manitoba

The Pas, Manitoba, March, 1999

Presented as a "forum" to bring Manitoba First Nations and forest sector representatives together to discuss forestry issues from their individual perspectives, the event allowed participants to explore how both groups could cooperate to further their individual objectives. The forum also provided an opportunity to highlight the FNFP in Manitoba and to promote the activities of the Manitoba Model Forest to First Nation participants. Attended by approximately 25 participants, this forum was organized by the Manitoba Management Committee and was funded by the FNFP. Following the event, representatives of the three major forest industries in Manitoba and a representative from the provincial government were invited to sit as members on the Manitoba FNFP management committee.

Building Business Capacity in British Columbia

Port Alberni, British Columbia, March 1999

The FNFP, in collaboration with the Ma-Mook Development Corporation (representing the five First Nations of the Nuu-chah-nulth Central Region - Ahousaht, Hesquiaht, Tla-o-qui-aht, Toquaht, and Ucluelet), co-sponsored two one-day workshops in Port Alberni, in March 1999.

The first workshop covered non-timber forest products and marketing First Nation arts and crafts products. The second workshop dealt with value-added product development, using marketing as a means to use forest resources while being environmentally responsible and maximizing local employment opportunities. Each workshop attracted approximately 40 individuals from First Nation communities from south-central Vancouver Island.

In March, 1999, the Kwakiutl First Nation, with assistance from the FNFP, hosted a three-day workshop dealing with business planning and marketing on the Band's Fort Rupert reserve, near Port Hardy. The workshop was designed for First Nation artists who use wood in their crafts. A total of 23 artists and entrepreneurs attended this workshop. Co-sponsors of the workshop included Forest Renewal BC and the local Community Futures initiative.

Aboriginal Business: Your Future in Forestry
Various locations, British Columbia

During 1998/99, four six-day business training workshops titled: "*Aboriginal Business: Your Future in Forestry*", were organized for various First Nations communities throughout the province. These included the Sto:lo Nation in Chilliwack, the First Nation Technical Support Association in Kamloops, the Laxgalts'ap Village Government in Greenville, and the Broman Lake Band in Burns Lake. Eighty participants were trained in business structures and planning, funding, product promotion and marketing, as well as forestry entrepreneurship.

Alberta Wildland Firefighters Type II Contractors Workshop
Edmonton, Alberta, 1999

At the request of representatives of Alberta First Nations involved with service delivery contracts with the Alberta Lands and Forests Service to provide forest fire suppression services, the First Nation Forestry Program helped to financially support this group's first province-wide meeting. Forty-six delegates from across the province attended the two-day event. Topics and discussions were focussed on better coordination, sharing of information, and unifying the concerns of First Nations that participated in fighting fires on provincial Crown lands.

Earth Day 1999 - Facing the New Millennium - Traditional Knowledge / Scientific Knowledge
Eel Ground First Nation, New Brunswick, 1999

A workshop, *Earth Day 1999 - Facing the New Millennium - Traditional Knowledge / Scientific Knowledge* was held at the Eel Ground First Nation in New Brunswick. The First Nation Forestry Program financially supported this workshop, which was attended by Eel Ground First Nation community members, partners of the Fundy Model Forest, and members of other New Brunswick First Nations. The Earth Day events coincided with a science fair (grades 4 to 6) for children of the Eel Ground elementary school.

At the workshop, all participants, Aboriginal and non-Aboriginal, were encouraged to socialize and meet new people. This activity helped to form a better, shared understanding of different cultures, including the differences between traditional and western scientific knowledge.

Workshop on Non-Timber Forest Products
Sussex, New Brunswick, November 1999

This workshop was financially supported by the FNFP and organized by the Fundy Model Forest and the University of New Brunswick. The workshop provided approximately 60 foresters and other forest industry stakeholders with specific information on non-timber forest products derived from plants. A key workshop message was that it is often necessary to consult with Aboriginal peoples to learn about such products. Aboriginal peoples possess traditional knowledge concerning the nutritional, medicinal, and spiritual aspects of many plants. Should commercial products derived from such plants be produced and marketed, Aboriginal knowledge can be vital in ensuring the sustainability of the plants for future generations.

Initial Attack / Sustained Action: Fire Suppression Training in the Yukon
Yukon Winter 1999

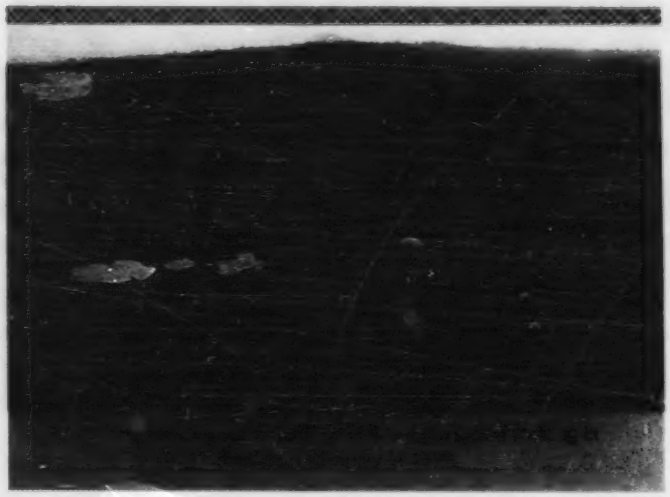
The Yukon's *Initial Attack / Sustained Action Crewman* course certified 29 First Nations in 1999. This training opportunity was not possible without the assistance of the First Nation Forestry Program. First Nations from across the Yukon, male and female, were trained in both the theory and practical applications of fire suppression. Training emphasized that trainees are operationally prepared to work in fire suppression. After training and certification, 95% of course graduates were hired as crew members for various First Nation and DIAND contract crews for initial attack and sustained action.

This training program was successful and there was an overwhelming demand for more fire suppression training by the Yukon First Nations.

Development of Non-Timber Forest Products in the Algoma District
Garden River First Nation, Ontario, January 2000

The Mitigaawaaki Forestry Marketing Co-operative hosted a workshop on the development of non-timber forest products to stimulate and enhance economic development in forestry for First Nations. The workshop gave cottage-industry entrepreneurs and representatives from First Nations, forest industry, social development agencies and the provincial and federal governments the opportunity to learn more about non-timber forest product business opportunities.

Topics focused on sustaining or exploiting non-timber forest products. There was significant interest in developing value-added processing facilities and working with eco-tourism entrepreneurs. Some business opportunities highlighted were wild mushroom sales, birch syrup products and black ash basket-making. Of particular interest to Aboriginal participants was the opportunity to re-develop the



annual maple syrup harvest along traditional lines, while using modern equipment and cooperative marketing practices.

The FNFP was the principle sponsor of this workshop, with support from the Ontario Ministry of Natural Resources, the Federal Economic Development Initiative in Northern Ontario, as well as local forest industry companies. One hundred and fourteen people attended this workshop.

Ontario First Nations Forestry Alliance - Inaugural Scoping Workshop
Sault Ste. Marie, Ontario, March 2000

This workshop set the stage to open discussion on the opportunity for an Ontario First Nations Forestry Alliance. The two-day event included presentations on current forestry opportunities in Ontario and across Canada, business practices and the nature of the forestry industry. Workshop participants, approximately 50 from First Nations across Ontario, produced a draft mission statement as well as operating goals and principles for the Alliance. Ten people volunteered to sit on the Interim Board of Directors to further develop the Alliance foundation and lead its formation.

The workshop was financially supported by the FNFP.

National PTMC Meetings

National PTMC Meeting 1999
Saskatoon, Saskatchewan, February 1999

The National PTMC meeting, held in Saskatoon, provided a forum for First Nations to discuss various aspects of the program through presentations and networking. Presentations were focussed on program management at the provincial and territorial level, creating partnerships, capacity building and training, reserve forest management and funding mechanisms for forestry development. Each provincial and territorial management committee updated participants on program activities specific to their region. Preliminary responses by the National Management Committee to the recommendations of the Interim Review of the FNFP (November 1998) and follow-up discussions took place. Of the approximately 100 participants, some 60 were First Nation PTMC representatives. The meeting was sponsored by the National Management Committee and hosted by the Saskatchewan Management Committee.

Printed proceedings are available upon request and can be accessed through the FNFP web site at **<www.fnfp.gc.ca>.**

National PTMC Meeting 2000

Fredericton, New Brunswick, March 2000

PTMC members and invited guests from across Canada attended this second National PTMC meeting. A series of developmental workshops were conducted during the first day of the meeting. Workshop topics of interest to First Nations included business plan development, non-timber forest products, Aboriginal-forest industry relationships, partnerships in New Brunswick, education-employment opportunities in the forestry sector, forest management processes and traditional uses for medicinal plants. The Keynote Workshop presentation *Working Together: The Saskatchewan Model* was delivered by Mr. Ron Ray (Peter Ballantyne First Nation), Mr. Richard Turkhiem and Mr. Larry Stanley (Government of Saskatchewan).

The workshops were followed by a two-day meeting to discuss activities of the First Nation Forestry Program. These discussions included an overview of FNFP highlights of the first four years of the program, First Nation challenges in the forestry sector, as well as considerations about the future of the program. A PTMC roundtable provided each management committee with the opportunity to discuss interesting activities and successes in their province or territory. The agenda allowed for an afternoon session of First Nation PTMC members to meet and discuss the FNFP, national and regional Aboriginal forestry issues, and other forestry-related topics of mutual interest. Participants were also provided with an opportunity to visit the Fundy Model Forest office (Sussex, New Brunswick) to discuss the Model Forest's field operations.

Chapter Fo

Profiling FNFP Success

Profiling FNFP Success

The diversity of the projects undertaken with the FNFP reflects the diversity of First Nations in Canada, their interests, ingenuity and visions for sustainable economic development in their communities through forestry related initiatives. Through the FNFP, First Nations have been eager to increase their level of skills and develop the leadership abilities required to responsibly manage reserve forests while creating and participating in forestry-related employment opportunities both on and off reserve.

Eleven interesting success stories, undertaken on objectives 1, 2 and 4 of the program were selected as examples of what First Nations are doing in forestry and forest-related activities that will assist them and their communities to be more self-sufficient. Several of these stories were published previously and were updated for purposes of this summary report.

As with most endeavours, many of these projects will continue to experience both successes and challenges as they progress.

Over five years of operation, the First Nation Forestry Program has demonstrated success in assisting First Nations across the country. The following stories illustrate and celebrate this success. Hopefully these examples will provide role models to other First Nations considering their own forest-related ventures.

Objective 1: Enhancing Business Capacity

Berens River First Nation, Manitoba
Corry Lake, Algonquins of Pikwakanagan First Nation, Ontario
Kwakiutl Band Council, British Columbia
Pikangikum First Nation, Ontario

Objective 2: Cooperation and Partnerships

Osoyoos Indian Band, British Columbia
Lac La Croix First Nation, Ontario
Mistawasis First Nation, Saskatchewan

Objective 4: Reserve Forest Management

The Woodland Cree First Nation, Alberta
Pictou Landing First Nation, Nova Scotia
Eel Ground First Nation, New Brunswick
Wemotaci First Nation, Quebec

Log houses go up in Berens River, Manitoba

Berens River First Nation, a community located in northern Manitoba

> *"The program has helped young people from the community build their skills."*
> *Brian Kemp, Project Manager, Berens River First Nation.*

While working in the forest business for 10 years, Brian Kemp, project manager for the Berens River First Nation, was troubled when he saw that the area's large timber was only being used for paper production. To demonstrate to the local paper mill that the large trees could have alternative uses, a log lodge was built by Berens River First Nation.

Kemp and his brother Hector, with financing from FNFP, were sent to a log home building course in Minnesota for 10 days in the spring of 1998. When they returned to the community, they began working on the lodge with the help of log home building veteran Ron Desruiseau, an expert with 20 years of experience.

The team spent eight weeks training on log work and eight more weeks piecing the roof together, "the trickiest part of building the house," says Kemp.

Then they closed it in and added the doors and windows. "There is a lot of labour involved in log work," he adds.

Upon their return to the community six people were trained in log house building and up to 20 students were involved over the summer months. "They built a lodge out of logs. It required peeling, scribing and craning the logs to erect them. It was a fairly involved and costly process but now six people are well trained to do more, " says Mike Newman from the Canadian Forest Service in Prince Albert.

In 1999, their first 2,200 square foot bungalow-style building was completed. Structurally, it boasts a cathedral ceiling, walk-out terrace and a 1,000 square foot deck. By burning and carving pictures of wildlife and other outdoor scenes into the logs, the interior blends log work with traditional native art, creating a style unique to log building. Today, the main building is being used as a fishing lodge and six additional, conventional self-contained cabins with log siding situated along Berens River beside the main lodge have been built. The log work of a second building is now complete. "It's only a 1,488 square foot structure, but the design is much more detailed than the first lodge," says Kemp.

"Even though these buildings cost about $125 per square foot to complete, the project has been important for this isolated community where most things cost at least 20 percent more than in the city," says Kemp. "The program has helped young people from the community build their skills. Some of them have even moved on to hold other construction-related or forestry jobs." Through the program, they learned how to handle equipment like chainsaws and learned that they could work.

Kemp himself has even reaped some personal benefits. "I was a logger for 10 years and a tree planter. I have always been involved in forestry. Now I have learned how to manage people," he says.

The total project costs are estimated at close to $300,000. Less than one third of the project cost was provided by the FNFP ($93,000). The immediate benefit of the log lodge - three community members are fully employed at the lodge - while additional workers are employed in log house construction projects with other First Nation communities. Several community members are trained in the craft of log home construction, including harvesting the logs, log preparation and construction. These skills are needed throughout the Aboriginal - as well as non-Aboriginal – community in Manitoba. Brian Kemp, the mastermind behind the original log house project funded by the FNFP, has developed a reputation as a skilled worker. He is now in demand among First Nations in that province as a consultant. He also acts as project manager on several sites. Currently, Brian, along with two workers from Berens River are assisting the Dauphin River First Nation with their log house construction. He has been involved with the Swan Lake and Fisher River First Nations and will be working with the Bloodvein community with their log house project in the near future. Through the skills and experience he has gained from the FNFP project, Brian is able to supervise all aspects of the job including the design, logging operation and required technical trades needed to direct log house projects from start to finish.

The Berens River community now has a modern lodge facility - the "Log Inn" - which will be the focal point for future economic development initiatives being planned by the community. The First Nation is currently seeking funds to implement their business plan, which calls for significant expansion of existing facilities. The lodge will be expanded to include a marina, full restaurant services and guide services. Potentially, eight jobs will be created with the lodge, in addition to six or seven to provide guide services.

Berens River is also in the planning and negotiation stages to develop a sawmill in their community. Once the sawmill is operational, high-grade logs bound for the sawmill will provide a supply of high quality material for log house construction. The community plans to build log houses using local labour drawn from the pool of individuals trained during the FNFP project, and to market these homes throughout the province.

Project contact:
Brian Kemp, Project Manager
Berens River First Nation
(204) 982-0690

Opportunity Grows for Corry Lake Nursery, Ontario

The Makwa Community Development Corporation of the Algonquins of Pikwakanagan First Nation at Golden Lake took on the venture and established it as the Corry Lake Nursery.

When the Canadian Forest Service's Petawawa National Forestry Institute near Chalk River, Ontario, closed in 1996 due to government downsizing, its tree nursery closed down too, but not for long.

The Makwa Community Development Corporation of the Algonquins of Pikwakanagan First Nation took on the venture in 1997 and re-opened it as the Corry Lake Nursery.

By the spring of 2000, the first harvest of trees were lifted from the nursery beds and shipped to the buyer. According to a report from Makwa Community Development Corporation development officer and Corry Lake Nursery project co-ordinator Bonnie Sarazin, all the trees for this year have been sold. "Things are looking good," says Sarazin.

"There is a big demand," says Sarazin. "With the closure of most of the provincial tree nurseries, a big gap has been left in the forest tree seedling business. The forest industry in Ontario has even been shipping trees in from BC."

Starting with the challenge

Makwa became aware of the nursery opportunity in the fall of 1996. The former nursery at Corry Lake on the boundary of Canada's oldest research forest, the Petawawa Research Forest, had been abandoned. It had dry labs, a boardroom and four to five hectares of outdoor nursery beds. The nursery was equipped with greenhouses, irrigation systems, tractors and other equipment.

Makwa then responded to a First Nation Forestry Program call for project proposals for funding in 1996/97. In January 1997, two forestry technology students started the project. A third trainee joined them in mid-February. When the trainees were not working with the nursery, they assisted the five remaining Canadian Forest Service workers with forest management activities. The students received additional training in areas such as fire-fighting, first aid and CPR, according to Dave Lemkay, communications manager for the Petawawa Research Forest, Canadian Forest Service.

Acting on the opportunity

"Makwa has a five-year agreement with the Canadian Forest Service with the option to renew in five years," says Lemkay. "And it's a great opportunity. The tree seedling market in Ontario has changed a lot in the past few years. The province has few tree nurseries left. Traditionally, the Ministry of Natural Resources did all the forest management and renewal. But that has changed overnight. Now it's supply and demand. There is a very strong sellers market. The time couldn't be better to get into this business."

Sarazin knew the project would be a challenging undertaking right from the start. After all, the nursery had not been operational for three or four years. "We had to sort through their old records, tidy up, see what was there, and start from scratch to figure out how we would get started," says Sarazin.

They put in the first crop in the spring of 1997. Then the weed nightmare hit. "Because the site had not been used for a long period, we lost two compartments (four-acre fields) and part of the third." Seven summer students from Golden Lake helped with the weeding, and transplanted each tree from the breeding hall by hand - a tremendous job. Because of the weeds, the nursery found itself a year behind schedule.

Corry Lake Nursery harvests its first crop

Corry Lake Nursery harvested 325,000 trees in 2000. They employed four full-time and six seasonal staff.

The Makwa Community Development Corporation was involved with the FNFP since the program's inception. Over a four year period, the FNFP contributed $155,000 in funding towards its operation. By the fall of 2000, the project has a total value of close to $958,000.

Corry Lake Nursery's three trainees and nursery manager make up the operation's full-time, year-round staff. The trainees are members of the Algonquins of Pikwakanagan First Nation. More community residents may be employed on a seasonal basis to help sell trees, prepare the site, and plant and weed in the spring and summer. "This is going to be a community-owned business," says Sarazin. "When we begin to turn a profit in 2001, the money will be reinvested into other community ventures. We hope to start other community-owned businesses and provide further employment for our people."

Lemkay stresses that the nursery will help to train more First Nation people in nursery tasks. "But these people are valuable to our own operation as well. While the trees are growing and there is little to do, they can come and work for us. We have hundreds of research sites and plantations. Here they can prune and trim, perform marking, do general access road maintenance. There is no shortage of general maintenance work."

But the Corry Lake Nursery continues to have both successes and challenges.

"Weeds were such a problem in the first year of operation that we lost our first crop. Once the weeds were under control we have had to learn how to deal with attacks by moles and grubs. It seems each pest has its year and we have to deal with each problem as it arises" says nursery manager Sherry Funnell. "Then there are the learning experiences. We planted oak and butternut trees too close to the forest. The squirrels set up little highways into the nursery and we watched as they robbed the acorns and nuts right out of the beds. We will never plant hardwoods so close to the forest again."

Corry Lake now employs a technician who manages to keep up with pest control.

"We had to replace the irrigation system in 1999 and update all the piping. A tree nursery is dependent on a good irrigation system. There was machinery to buy, and now we want to convert a storage shed into a cold house. Slowly, as we update and learn, we are able to make progress at the nursery," says Funnell.

> ***" This is going to be a community-owned business; the money will be reinvested into other community ventures." Bonnie Sarazin, Project Co-ordinator, Corry Lake Nursery.***

The nursery produces a variety of tree species both hard and softwoods. Most are two or three year crops. In addition to the trees, they are growing sweet grass and plan to grow sage in 2001. "The market for trees in Ontario is quite strong. Basically we could sell as many trees as we can produce" says Funnell.

Another area that may generate income for the nursery is the sale of seed. "We have a real advantage being located at the Petawawa Research Forest." Funnell explains how the trees at the research forest are often genetically superior, having been selected over time for insect and rust resistance, as well as healthy seeds. 2000 is proving to be an excellent cone year for red pine. This is welcome news when 25 years can sometimes pass between good years. "Seed banks are low and nurseries have not been able to get the number of seeds they require for planting. We will be collecting seeds and selling what we don't need to help replenish the seed banks. We will also store some for future use here at the nursery" Sherry explains.

Project contact:
Bonnie Sarazin
Makwa Community Development Corporation
Pikwakanagan First Nation
(613) 625-2245

Kwakiutl First Nation Enters the Forestry Industry Through Silviculture Venture, Kwakiutl Band Council (Fort Rupert), British Columbia

Forests and oceans have played a significant role in Aboriginal communities on Vancouver Island for thousands of years. During the past century, most of the people in the First Nation village of Fort Rupert have made their living in the fishing industry. Although a few band members have worked as seasonal loggers, the forest sector had never been as significant as fishing in this northern Vancouver Island village. This all began to change when fishing closures made the industry a less dependable source of employment for First Nation residents of Fort Rupert.

The Kwakiutl First Nation saw the devastating impact the closures were having on the entire community. There are only a few families among the 350 Kwakwaka'wakw living in Fort Rupert that are not involved in fishing or on-shore support operations. With the support of the Kwakiutl District Council, Chief Larry Hunt and his council decided the time had come to look to the forest industry to contribute employment and financial stability to their community.

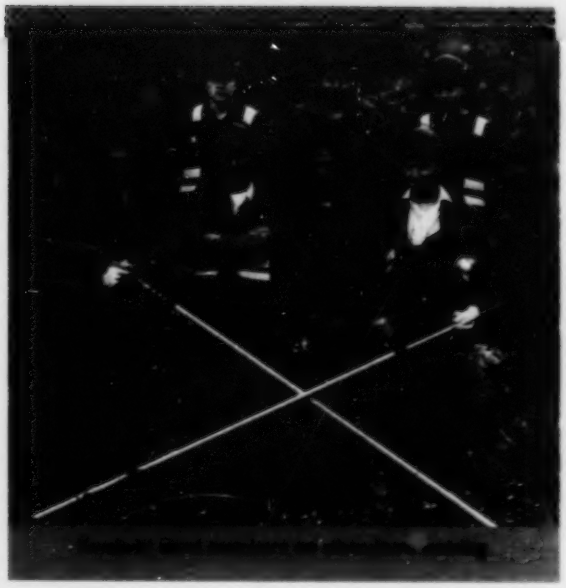
Although the band had been involved in some forestry-related projects in the past, they had limited success due to their reliance on non-band operated companies. The chief and council were interested in developing a band-driven forestry initiative, which would eventually operate as a privately owned venture and employ band members.

Discussions were initiated in 1997 between the band and MacMillan Bloedel Ltd. and Western Forest Products Ltd., the two major forest tenure holders in the area. Both companies expressed an interest in using the services of a First Nation silviculture crew in their operations.

By the end of 1997, eight band members had been selected to undergo 43 days of intensive classroom training, followed by 12 days of field training. A number of organizations and companies came together to provide the resources for the training program, including the First Nation Forestry Program, the North Vancouver Island Aboriginal Management Society, the Musgamagw Tsawataineuk Tribal Council, and Western Forest Products. Training was delivered by the West Coast Forestry Training Centre and North Island College.

Scott Harris, a forest planner with the Kwakuitl District Council (KDC), says the training program was designed to go beyond silviculture training right from the start. "The program covered mapping, safety, brushing, spacing, planting, and pruning but it also included sections on life skills and small business management. The goal was to develop privately owned silviculture companies that would increase community employment over the next five years," he says. "If all goes as planned, by the year 2001 at least one of the band members who goes through the training program will launch a viable company that will employ up to 18 band members."

Once the training was completed, councillors Tom Nelson and Mildred Varga began working with Western Forest Products (WFP) to establish a memorandum of understanding for the purpose of developing a solid working relationship. With the assistance of resource planners like Scott Harris and Shawn Morford from the Musgamagw



Tsawataineuk Tribal Council, the KDC secured direct contracts from WFP and MacMillan Bloedel for the silviculture crew.

The 1998 season got off to a strong start, and the crew completed a number of contracts for WFP and MacMillan Bloedel over an eight-month period. As work increased, more people were hired, including two band members with a strong interest in starting up their own silviculture company. These two individuals formed J & T Silviculture Ltd. and took additional training in first aid and business development.

By the end of the summer of 1998, the province-wide downturn in forestry and changes to provincial regulations had started to affect the operations of the crew. Negotiations between the First Nation, the companies, and the union resulted in new contracts reflecting the changes being signed, and the silviculture crew continuing to work.

" The First Nation Forestry Program played an important role in helping the band reach its goal of training band members and securing silviculture opportunities."
Scott Harris, Forest Planner, Kwakuitl District Council, British Columbia

"The First Nation Forestry Program played an important role in helping the band reach its goal of training band members and securing silviculture opportunities," says Harris. "It was a first step in entering the forestry sector and securing a bigger share of resource benefits."

The experience of establishing a silviculture company will eventually lead to timber harvesting and possibly a woodlot license in the future.

"We are very careful about working in other First Nations territories," says Harris. "It's important to acknowledge the traditional territory of others. We are discussing the possibility of working cooperatively with other communities, including Quatsino First Nation."

Harris pointed out that employment is not the only desired outcome of Kwakiutl First Nation's silviculture initiative. "Another goal is to see more formalized recognition of the role of devolving the responsibility of forestry economic development to First Nations," he says.

In order to work towards that goal, the Kwakwaka'wakw of northern Vancouver Island need access to more information on this natural resource. In 1998, a member of the Comox band who is enrolled in the Natural Resource Conservation Program in the Faculty of Forestry, University of British Columbia, began working on a database of all known information about forest lands of the 14 Kwakwaka'wakw bands. This information will assist individual bands to establish their own long-term forestry plans.

As First Nations increasingly look to the forests in their traditional territory to help build a sustainable economy for their communities, relationships with the province and corporations will need to be examined and adapted to serve all the stakeholders in this important industry.

Over a span of two years (1997/98 and 1998/99), the FNFP contributed a total of $45,000 towards the training program.

Silviculture crew size increases - along with opportunities:

The Fort Rupert community has continued to be actively involved in developing on-going forest-sector employment and business opportunities. With financial assistance from WFP, the Kwakiutl Band Council has been able to hire a band member, Alex Wilson, as their forestry coordinator. Funding for this position was established by the company in March 1999, and reviewed in December 2000.

The silviculture crew has continued to receive on-going training as new crew members are hired. Former crew members were hired for logging operations by WFP, International Forest Products Ltd. (Interfor), and Weyerhaeuser Canada Ltd. These companies were cooperatively working with a crew from the neighbouring Quatsino First Nation and ownership of the combined company recently passed to a Kwakiutl member, Wally Johnson of J & T Silviculture Ltd. While the majority of the forestry work was carried out in Quatsino traditional territory, a memorandum of understanding was established between the two communities which allows for the equal sharing of employment opportunities.

WFP established a formal 3-month training program, with two positions for band members in their dryland sort and logging operations. This created a trained labour pool, allowing trained workers to obtain employment with other operators and contractors in the area. A similar arrangement is being negotiated with Weyerhaeuser Canada.

The crew has grown and been maintained at 12 persons. Crew members are currently working year-round on contracts for tree spacing, brushing, weeding and pruning. A 70 hectare pruning contract with WFP has been completed. The crew has also worked extensively for Weyerhaeuser and are hoping to be awarded their first contract with Interfor in the near future.

According to Kwakiut! Band forestry coordinator Alex Wilson, "The silviculture crew is still there and doing well. The crew size has grown and their experience has grown as well, as they have taken on larger contracts. As a result of the initial FNFP project, we now have employment opportunities in all areas of the forestry workplace with all of the main operators in our area."

Project contact:
Alex Wilson
Forestry Coordinator
Kwakiutl Band Council
(250) 949-6012

Whitefeather Forest, Land of Economic Opportunity for Pikangikum First Nations, Ontario

Pikangikum First Nations is positioning itself to become one of the first Aboriginal sustainable forest licence (SFL) holders in Ontario.

The Pikangikum First Nations has received an unprecedented commitment from the province that a sustainable forest licence will be recommended, if a number of agreed requirements are met.

Forestry operations under the licence could begin in the Whitefeather Forest, near the Pikangikum reserve, as early as five years from now. It is the 1999 Ontario Forest Accord that, for the first time, endorses development of forestry opportunities in the Whitefeather and elsewhere in the province's far north (above the 51st parallel). The Ontario Ministry of Natural Resources (MNR) has designated the Whitefeather Forest as one of three focus area projects under its Northern Boreal

"We now have employment opportunities in all areas of the forestry workplace, with all of the main operators in our area." Alex Wilson, Forestry Coordinator, Kwakuitl Band

Initiative for the "North of 51" region. The others are the Moose Cree and Constance Lake First Nations.

" We are developing a new model for forest management in the North," Peter Quill, President, Pikangikum Development and Forest Management Corporation.

Forest management with a northern focus

"We are developing a new model for forest management in the North," Peter Quill, President of Pikangikum's Development and Forest Management Corporation, says of the big task at hand. Pikangikum has an on-reserve population of about 2,000, making it the largest of any First Nation in Northern Ontario. It's a remote community, located 85 kilometres northwest of Red Lake, and accessible by air and winter road. The Whitefeather Forest planning area covers about 1.2 million hectares of land within Pikangikum's traditional land use area. Pikangikum began intensive discussions with the MNR in 1997 to move ahead with its Whitefeather Forest initiative. Together, the two parties have developed a consensus-based strategic action plan to guide them in development of the community-based initiative.

"We laid out what each of us had to do as we look forward to the possible allocation of forest resources," says Mark Sobchuk, an MNR supervisor for the Red Lake North area. One focus is a feasibility study to see if there are sufficient forest resources in the Whitefeather to attract industry partners or continue to an SFL," Sobchuk says. Another priority is community-based land planning since there are no land use planning guidelines for the area. A related environmental assessment framework also needs to be developed. "There is a lot of public consultation that has to occur prior to this getting off the ground," stresses Sobchuk.

Work on the feasibility study is underway. Pikangikum is carrying out tasks, such as aerial photography and conversion of existing hard copy forest inventory maps to digital format.

The Whitefeather Forest planning area includes only those lands where First Nation tenure for commercial livelihood pursuits — such as trapping, commercial fishing and outpost camps — is held exclusively by Pikangikum people. "Pikangikum people must be the primary economic development beneficiaries of commercial forestry activities in the Whitefeather," says Pikangikum Chief Paddy Peters. "The people of Pikangikum are facing a crisis in terms of unemployment and economic opportunities."

Forest management "co-venture"

Pikangikum's Whitefeather Development Corporation (WDC) began looking at the economic development potential of community forestry in the mid-1990s. Youths cut firewood for community Elders as part of an employment program. They also cut wood as part of a portable sawmill training project. The lumber produced was used to construct community docks. But a proposal for logging and a small-scale commercial sawmill project stalled in 1996. "At a meeting with the MNR we were told Pikangikum could not harvest, saw and sell wood from our traditional lands near our community," recalls Quill. "It would be illegal because there was no legal framework for it."

Quill became convinced that securing forestry tenure — typically granted by the province through sustainable forestry licences — was key to future economic development forestry opportunities for his community.

To help achieve that goal, WDC entered a forest management partnership with Timberline Forest Inventory Consultants of Vancouver. Their "co-venture", called the Whitefeather Forest Management Corporation (WFMC), is majority owned by Pikangikum, and Quill is president for the new entity. Timberline is a forestry consulting firm specializing in resource inventory, analysis, planning, geographic information system (GIS) services and software development. The employee-owned company has served more than 250 clients in Canada and abroad over the past 30 years.

"We have completed a pre-feasibility timber analysis to see if commercial logging would be viable," says Quill. "According to what we've found so far, the area has the capacity for harvesting fibre on a sustainable and viable long-term basis." This preliminary finding means potential for hundreds of woodland-based and value-added processing jobs, and more than a dozen positions for forest technicians and managers. In the meantime, Pikangikum people will be trained in GIS and field timber surveys throughout the study process.

FNFP supports community consultation

In 1997, the First Nation Forestry Program funded community consultations on forestry in Pikangikum. Based on those discussions, WFMC developed position and planning documents that have formed the basis of its negotiations with the MNR for forest management tenure.

FNFP funding also allowed Pikangikum to explain its forestry plans to neighbouring First Nations. "We made a presentation to Sioux Lookout District chiefs and they passed a resolution supporting our idea," notes Quill. "We agreed to share any information they might need and we agreed to proceed on a consensus basis. If there is any cutting to be done they have to know about it."

Andrew Chapeskie, of the Kenora-based Taiga Institute for Land Culture and Economy, has helped Pikangikum lay the groundwork for its SFL aspirations. "FNFP provided critical help with the development work," he says. "It was the glue that held the project together during its developmental stages. It helped tasks of a technical nature get done."

Extensive consultation within Pikangikum will continue, with Quill having formed a steering group of 21 people — many of them Elders — to take the project to the next stage. The steering group will guide discussions with outside environmentalists and forestry companies, and help develop community land use planning priorities. "If people can get involved in the planning, I think they'll be comfortable with logging," Quill says. At the same time, he has started organizing training programs and work plans for business development, such as the formation of a Pikangikum logging company.

" FNFP was the glue that held the project together during its developmental stages. It helped tasks of a technical nature get done." Andrew Chapeskie, Taiga Institute for Land Culture and Economy, Ontario

Quill visits Tanizul First Nation in northern B.C.

Tanizul secured the first area-based forest tenure in Canada, says Chapeskie, who helped match Timberline with Pikangikum. "They manage and control their own forest lands, harvest their own forest with their own equipment and ship their logs to mills," says Quill, who visited Tanizul in 1998. "They do their own road-building, tree planting and forest-fire fighting. People are being trained to do forest planning and management. People who are living in trapline cabins in the bush are paid to look after the land, looking out for forest fires or insects and diseases on the trees." While Pikangikum leaders want their community to derive primary economic benefits from the forest, the First Nation has indicated it will work

cooperatively with industry to address issues such as wood supply. A preliminary meeting has been held with representatives of Weyerhauser, which has sawmill and paper mill operations in the region.

"I'd like to see Pikangikum have our own sawmill in the community or on a site on the all-weather road that can at least make rough lumber, and a company like Weyerhauser could buy it and make a finished product," Quill says. Quill already has a successful, ongoing land-based project under his belt, says Chapeskie. "Through Whitefeather, there are nine family-based outpost camps in Pikangikum, developed from the concept of family trapping territories," he explains. "The outpost camps provided a model for community members to see they can generate income that benefits them, not just outsiders." Quill is confident that Pikangikum's forestry initiative can be just as successful. "The attitude of some people is that Pikangikum's dreams are pie-in-the-sky," he says. "But we mean business here."

Sobchuk is a believer. "These guys are working hard to fulfil their responsibilities for this project and I think that's going to see them through to a successful conclusion," he says. "They have community backing and they've taken very positive steps with the MNR to develop and maintain a good relationship. They have well-established short, medium and long-term goals, and I believe they are realistic goals."

FNFP's total contribution to the project between 1997 and 1999 was $91,000.

Project contact:
Peter Quill
President, Whitefeather Development Corporation
Pikangikum First Nation
(807) 773-5578 or (807) 773-5523

Progressive Leadership and Quality Workmanship, Osoyoos Indian Band, British Columbia

Thanks to its progressive leadership and quality workmanship, the Osoyoos Indian Band (OSIB) has established a positive reputation with off-reserve clients in both industry and government. The band's work has put them into a position today where they are able to capitalize on their reputation by establishing long-term business relationships with these off-reserve clients.

The OSIB is situated in the southern Okanagan Valley, between Oliver and Osoyoos, and is active in a variety of economic activities, including a vineyard operation, campsite, and mixed farming (an orchard, alfalfa, and hay production). The band also has a successful forestry department, Inkameep Forestry, which provides local forestry contracting services to Weyerhaeuser Canada Ltd. and Pope and Talbot Ltd. These services include forest management, silviculture, logging, and forest protection. In 1996 the OSIB began to increase their activity in forest harvesting. They were awarded a 10-year non-replaceable forest licence by the Ministry of Forests, which was jointly developed and managed through cooperative consensus. Included in this venture were the OSIB, Spallumcheen Indian Band, Weyerhaeuser Canada Ltd. and Canwood Furniture Factory Inc. In this partnership, the OSIB would do the harvesting for Weyerhaeuser, who mills the logs to Canwood Furniture's specifications. The wood is then sent to Canwood to make furniture. This venture provided a great opportunity for the band to develop its own logging department.

Beginning in 1996, the First Nation Forestry Program assisted the development of the OSIB's joint venture with Weyerhaeuser, and helped the OSIB to become safe and efficient logging contractors. From the outset, the band had focussed on acquiring two pieces of equipment crucial to their harvesting operation – a front-end loader and grapple skidder. Without this equipment the band would have had to continue to contract work out, most likely to non-native equipment operators. The band purchased both an older model front-end loader and grapple skidder fo[illegible]n-the-job training and logging production purposes. The equipment was in good condition, and was invaluable to overall operations and building their internal logging capacity.

Ongoing support from the FNFP assisted with capacity building

When it comes to actually learning how to run heavy equipment such as skidders and loaders, nobody is likely to let you practice on their machines without compensation and previous experience.

With help from the FNFP, the OSIB increased their capital equipment and experience, and was able to avoid this catch-22 situation. Band members learned how to operate the equipment, and were trained in machine orientation, safety, general operation procedures, the provincial Forest Practices Code, basic fire suppression, air brakes, first aid, log sorting, and tree species recognition. Once trained, these individuals were able to work for the band or seek employment opportunities with other logging companies.

FNFP assistance led to positive results. The Weyerhaeuser logging safety inspector has visited the OSIB logging operation to inspect their operation and provide advice on logging safety to the crew. Weyerhaeuser takes safety very seriously, and has commended the OSIB for running a safe logging operation. As well, Weyerhaeuser has ranked the OSIB logging crew as having one of the highest logging quality operations of all of its contractors in the area. The band has achieved its goal of learning how to do a quality job in a safe and efficient manner and is now working on increasing production.

Project contact:
Joe McGinnis,
Forestry Manager
Osoyoos Indian Band (250) 498-3444

Lac La Croix First Nation Negotiates Agreement, Ontario

A commitment to land co-management with the private sector

Lac La Croix First Nation is preparing a First Nation forest management plan and business strategy as part of its commitment to the land co-management partnership with Abitibi Consolidated Inc., a private forestry company with a paper mill in Fort Frances.

Lac La Croix is a very traditional community with deep spiritual values. "To date, little forestry work has been done because the land is considered very sacred," says Elaine Jourdain, co-management co-ordinator for the First Nation's own natural resources department. For example, when the men are working in the forest, they offer tobacco as part of a traditional ceremony. So, when Abitibi Consolidated Inc. wanted to log on land near the reserve, there was a two-way educational process that had to take place. Learning sessions helped Abitibi officials realize the meaning of stewardship for the Lac La Croix First Nation. At the same time, visits to the operational areas where cutting was in progress were organized, so community members could learn about forestry practices. Through this reciprocal educational process, a mutual trust was developed. "We are still in the process of negotiating a forest management plan with Abitibi," explains Jourdain.

Lac La Croix First Nation signed a five-year working agreement with the Ontario Ministry of Natural Resources in June 1994. The agreement meant Lac La Croix would co-manage land in the Namakan area, west of the reserve, with Abitibi Consolidated Inc. "It was meant to create sustainable development for the First Nation and to preserve and protect the area surrounding the reserve," explains Jourdain. "The company had to consult with the First Nation much more than in other areas because of the agreement."

A steering committee was formed, with three members of the First Nation and three members from Abitibi Consolidated Inc. The committee signed a memorandum of understanding in February 1997. Then it was time for the First Nation to participate in developing a forest management plan. "We had to ask ourselves questions, such as how should we go about extracting trees and when would our community principles and values be at stake? We also had to look at what the Elders were saying and at our own economic reality," says Jourdain. "Some of our members were still hesitant about all this. We had to really look at ourselves and weigh our principles and values against the values of economic profits. We had to decide which areas to harvest and how to create the best situation."

FNFP input facilitates a partnership

From 1996-99, Lac La Croix First Nation received a total of $95,100 in funding from the First Nation Forestry Program. Some of the FNFP funding was used to train a First Nation technician from the community in collaboration with Abitibi Consolidated Inc. The technician, Cheryl Ottertail, sits on the steering committee and works closely with company employees. "She has been involved in timber-cruising with them," says Jourdain, "and they came to work with her in the community. It is quite a positive collaboration."

According to Rick Greet, Canadian Forest Service in Sault Ste Marie, the venture was the perfect opportunity for the First Nation community to get involved in local area forestry. "The company approached the Elders, and many had a negative, pre-conceived idea about the whole thing, but they met and got to know each other's perspective on forest use, needs and opportunities. Then the company offered the community a partnership to manage an area with some specific traditional use sites the First Nation would like to protect."

According to Greet, "the FNFP assisted the community in being an equal partner. The program also paid for negotiation costs on the community side. This is an excellent example of what a program can do to facilitate partnerships."

"During this whole process much learning occurred for both community members and Abitibi representatives. As the forest management plan was developed, all that had been learned about each other's needs, practices and beliefs were incorporated, " says Jourdain.

Project contact:
Elaine Jourdain
Co-management Co-ordinator
Lac La Croix First Nation
(807) 485-2431

Mistawasis's Cultural Village, Mistawasis First Nation, Saskatchewan

Creating a "cultural village" for visitors

By the summer of 2001, Saskatchewan's Mistawasis First Nation could be sharing a touch of their history and culture with the public in the beauty of their natural surroundings.

Visitors to Mistawasis's Cultural Village will be able to walk into the small, untouched natural area, where they can spend the night in one of six teepees, on the hill above Mistawasis Island Lake. Activities such as bannock-making will be scheduled. The concept is a part of the community's riverside tourism initiatives, which includes hiking trails and canoeing as well as an annual four-day pow wow.

The Mistawasis First Nation is about an hour's drive from Wanuskewin Heritage Park, west of Saskatoon, and an attraction for many North American and foreign tourists. The Mistawasis's Cultural Village could offer these visitors a taste of the community's traditional Aboriginal culture.

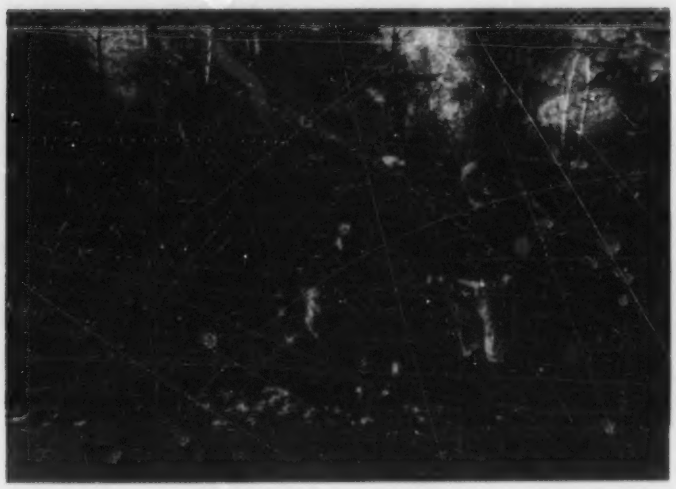
"Abitibi Consolidated Inc. came to work in the community. It is quite a positive collaboration." Elaine Jourdain, Co-management Co-ordinator, Lac La Croix Natural Resources Department.

There is a growing interest in Aboriginal culture, among tourists and Mistawasis First Nation people alike, according to Les Pechawis, Cultural Village project co-ordinator. In fact, the Cultural Village project began with the support of community Elders gathered in a 1995 survey. "People are interested in our traditional way of life. The Elders want to share it, but not to exploit it commercially with draws like sweats and sun dances," says Pechawis.

"Elders teach our youth the survival ways of life such as hunting and trapping, speaking their own language..." Leslie Pechawis, Project Co-ordinator, Mistawasis Cultural Village.

The entire Mistawasis Eco-Tourism Project was initiated in three stages: the survey, a riverside clean-up of the area and the establishment of the Cultural Village. A beginners' canoeing program, five miles of hiking trails and a revamped beach and barbecue area are almost ready for tourists to enjoy. In the Cultural Village there will also be teepees. "There is a certain way to do it. We will have Elders put them up," says Pechawis. .

The initiative will create jobs for tour guides and managers, which will be filled with people from the First Nation. "We are not sure how many jobs just yet, but this will be a year-round endeavor," says Pechawis.



During the summer of 1999, the Mistawasis First Nation hosted a traditional feast with a group of people from Japan, Hong Kong and Korea. "We entertained them with traditional dancing and a few of the band members dressed up in native regalia and rode Indian ponies bare-back down the trail. It was very colourful and our visitors were excited and impressed to see this event. The group enjoyed their short stay and many photos were taken," says Pechawis.

By 2001, the Mistawasis Eco-Tourism Project will be in full operation. In July 2001 they will be hosting the Saskatchewan Summer Games, a huge five day event that unites seventy-two First Nations participating for their respective tribal councils. According to Pechawis, the Cultural Teepee Village, hiking trails, Heritage Interpretation Centre and canoe expeditions are expected to be operating by the time of the Summer Games.

According to Pechawis, "the Mistawasis Education Board has a Cultural Village in operation as we speak. This is where Elders teach our youth the survival ways of life such as hunting and trapping, speaking their own language; just more or less how to survive in the wilderness."

The Mistawasis First Nation is very enthusiastic about their Cultural Teepee Village. The project will provide a chance for Elders to proudly share their traditional culture with residents and visitors alike. During the pow wow in July 2000, there were four teepees set up on the site and eight canoes.

FNFP contribution

The FNFP contributed $64,900 to the project over five years. An additional $48,000 was contributed by Pathways and $7,100 by the Mistawasis First Nation itself. The Employment Insurance "Reach Back Program" contributed another $24,000 in September 1999. FNFP funding was used to develop hiking trails that now extend completely around the lake and to clean up the trails and other sites in preparation for work on the site that will occur until late winter 2001.

Project contact:
Leslie Pechawis,
Project Coordinator
Mistawasis First Nation
(306) 466-4800

Woodland Cree Forest Management Plan, Woodland Cree First Nation, Alberta

Levelling the playing field in woodland forest planning and development

The Woodland Cree First Nation's Mission Statement reads: "We, the Woodland Cree people, will develop and maintain a self-supporting community for our children, which respects the individual, all people, the environment, and other communities."

The Woodland Cree First Nation, a band of 920 members situated in north central Alberta, is a forward-looking group that has never shied away from tough decisions. Twelve years ago they made the tough decision to split from the Lubicon community and accept reserve status. Since that time, the Woodland Cree have often had to choose short-term pain to obtain long-term gain.

Never has the concept of short-term pain for long-term gain been more evident than with the First Nation's decision regarding their forests. Avoiding mistakes others have made in the past, the forests covering the Band's 402.4 km^2 of land remain largely uncut. Instead, acting on a 1996 Band survey, the Band - along with its partner Daishowa Marubeni International Ltd. (DMI) and with partial funding from the First Nation Forestry Program prepared a forest management plan second to none. This "state-of-the-art" plan is believed to be the first in Alberta, for either forest company or Indian Reserve, to be burned on CD-ROM disk. The plan allows for an annual allowable cut for 2,500 m^3 of spruce and pine, along with 4,000 m^3 of aspen.

Projects the Woodland Cree First Nation have participated in since the FNFP's beginning five years ago have been very positive. Starting with the goal of creating an economic and general

" We want to take the new management plan from theory to practice and training." Howard Townsend, Land and Natural Resources Manager, Woodland Cree First Nation.

development plan, a land use study, as well as training in timber scaling, the FNFP's involvement has seen these goals expand. Band members received training in geographic information systems (GIS) use and global positioning system (GPS) mapping, forest management and harvesting, and varying aspects of silviculture practices. The FNFP allocated over $100,000 in funding to the Woodland Cree Nation.

Joe De Franceschi, Chief - Development Coordination, Canadian Forest Service, Edmonton assesses FNFP's partnership with the Woodland Cree, "The funding supplied by the FNFP has allowed the Woodland Cree First Nation to approach a more level playing field when participating in forest development."

Joseph Cardinal, the soft-spoken land manager trainee, explains how so much has been accomplished in just a few years. "We have to take things step-by-step. We don't have the expertise to do all that stuff. So we hire people from off the reserve to share (their expertise), to train us at the same time, people like Howard Townsend."

Howard Townsend, Land & Natural Resources Manager for the Woodland Cree First Nation, explains what had to be determined before an annual allowable cut could be calculated. Considerations such as what trees were traditionally used, thus helping to determine how to manage the sites. This also helped determine what was available to the Band to develop and manage for forestry.

"We want to take the new management plan from theory to practice and training," Townsend explains. This includes four important phases to be further studied:

- undertaking a market analysis to find out what are the viable products;
- undertaking a feasibility study to determine what options create the most jobs;
- undertaking a skills assessment to determine what people want and can do; and
- planning a financial strategy to determine what's achievable in one, five or ten years.

Townsend points out this includes once again surveying the Band to determine their choices. Townsend emphasizes the reason for doing this is abundantly clear. "I'm a Band employee and one thing that I stress several times ... I make certain it is understood - they live here. What is cut is going to be viewed for a long time, it's not hidden on a cut block someplace else, its here ... If there's a mistake, it'll be lived with, right here."

That is why DMI was chosen as an industry partner. The company has the much needed forestry expertise to assist the Band, including a data bank of information, which they have willingly shared. DMI has even modified their computer models to address the irregular shape of the Band's ten hectare cut-blocks. "They are not telling us which way to go, but they are asking which way we want to go. They very specifically told us they are not looking for our wood. They are facilitating us in proper forest management," says Townsend.

Partnerships that add value

Townsend also sees the financial assistance provided by the FNFP as being an excellent mix that provided much-needed training support for First Nations. He sees looking for additional partners as a confidence builder for both sides, the First Nations learning what they can do, the partners learning what First Nations can achieve. Townsend says he finds the administrators of the FNFP to be "very, very realistic and pragmatic", and adds he "certainly hopes it (FNFP) has several years to go."

Partnerships like this ensure that the Band has a choice when it comes to utilizing their forests, Townsend says, such as taking "the value of wood that we're allowed to cut environmentally for one year, and send it off to the mills. And just ask them to send us a cheque." Or, "if we can take that wood, or if we can utilize the people here more, then we get a secondary product. We get the training, the learning skills, and we get the added value of a value-added product from here." This is important, Townsend points out, considering the Band's small volume of wood and their small area to work with, it wouldn't take long to run it through a portable mill and then ship out the product, but that wouldn't create the much-needed long term employment the Band would like to see. The value-added product could be anything from log homes to cabinets to boards on the sides of barbecues. The important thing is the Band could make them here on the Reserve, says Townsend. The First Nation's goal of employment for its members is vital.

Project contact:
Howard Townsend
Land & Natural Resources Manager
Woodland Cree First Nation
Tel: (780) 629-3803

Forest Certification of Pictou Landing First Nation Woodlot, Nova Scotia

Pictou Landing is one of six forests to be accredited by the FSC in Canada - it is the first to be certified in Nova Scotia - and is the only First Nation forest in Canada to receive certification.

The Pictou Landing First Nation reserve woodlot received certification in 2000 from the Forest Stewardship Council (FSC), an organization with members in more than 40 countries. The FSC goal is to "promote environmentally responsible, socially beneficial and economically viable management of the world's forest, by establishing a worldwide standard of recognized and respected principles of forest stewardship."

The Pictou Landing First Nation, Nova Scotia, owns 384 hectares of woodland. A forest management plan was first developed in 1985, to

tend and manage the resource on a long-term basis in order to obtain maximum value and benefit for the community and future generations. In 1988, the Nova Scotia Department of Natural Resources nominated the Band for a "Woodlot of the Year Award."

Over the past 15 years, in accordance with the management plan, training has been given, various silvicultural treatments have been carried out, and 7.4 km of forest access road have been constructed. Traditional native use of the forest and its resources is in keeping with the principles and philosophy of the FSC. Since 1996, the FNFP has assisted the Band by providing funds to prepare its forest management plan and assisted in forest improvement work. In 1999, the Band completed a new forest management plan that provides a blueprint for the sustainable development of the woodlot. The long-term goal is to restore the woodlot to pre-colonization conditions. These efforts have culminated in certification by the FSC as a "well managed forest" from a social, economic and environmental perspective. The certification audit was conducted according to the Maritime standard by the Rainforest Alliance Smart Wood Program in 1999 and finalized in early 2000.

On May 9, 2000, the Pictou Landing First Nation held a media and information session to officially announce the certification of the woodlot by the FSC.

Project contact:
Chief Albert Denny
Pictou Landing First Nation
PO Box 55, Site 6, RR#2
Trenton, NS

Developing a Forest Management Plan, Eel Ground First Nation, New Brunswick

A band council resolution, passed in 1990 and renewed in April 1998, continues to produce positive effects on the residents in the Aboriginal community of Eel Ground, New Brunswick. The resolution gives the Band Council the control it needs to proceed with the implementation of the proposed forest management plan.

The dedication and team work of the economic development and forest management staff has succeeded in creating approximately 40 full time and seasonal jobs for residents in the community. Several interesting projects were implemented over the past few years, enabling Eel Ground to become a community recognized for its success in economic development.

The program undertaken by the Eel Ground First Nation was first implemented under the federal-provincial forestry agreement (1990 - 1995) and a federal Indian lands program jointly funded by the Department of Indian Affairs and Northern Development and the Canadian Forest Service (Natural Resources Canada) in 1995-1996. Since 1996, the FNFP contributed $346,700 to the Eel Ground First Nation for various forest management related activities.

During early implementation, Steve Ginnish, the forestry development officer, and his crew received training to ensure the silviculture treatments were conducted in accordance with technical criteria and environmental legislation. The crew is now capable of performing silviculture treatments that meet the required standards off-reserve.

To effectively deal with the program's growing work force, Steve has hired two additional foremen. One is a recent graduate from the New Brunswick Ranger School.

The benefits of implementing the forest management plan are not only realized by those employed by the program, but also by community residents. The acquisition of equipment such as a portable sawmill, planer and a dry kiln, will enable residents to use sawlog material coming from forest management activities, such as thinnings and precommercial cuttings for domestic construction needs, while diversifying further development opportunities.

The crew's expertise also sparked offers from off-reserve companies, including Repap Co. Ltd and Weyerhauser Co. Ltd.

Training of new crews will continue through a Regional Bilateral agreement with Human Resources Development Canada. New treatments, such as semi-commercial thinning, will be carried out.

Award-winning achievements

The commitment of the Aboriginal community's Chief George Ginnish and his Council, along with Steve Ginnish and the crews, has certainly contributed to the recognition of the community's forest management program.

In 1998, Steve Ginnish was awarded the Canadian Institute of Forestry's James M. Kitt award. The award recognizes individuals for their outstanding achievements in forestry.

In the same year, the Eel Ground First Nation Forestry Program received the Conservation Council of New Brunswick's Milton F. Gregg award for work in promoting sustainable forestry.

Project contact:
Steve Ginnish, Forestry Development Officer
Eel Ground First Nation
(506) 627-4604

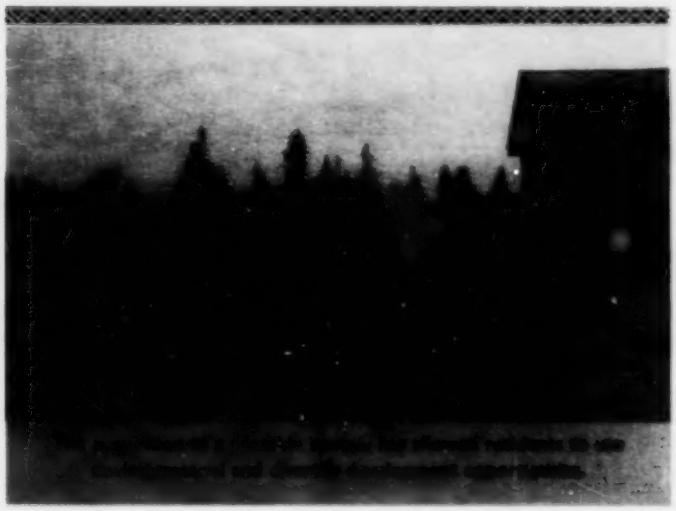
Eel Ground - a community recognized for its success in economic development

On The Road to Environmental Certification, Wemotaci, Quebec

Standards for certification go hand-in-hand with public perceptions

Wemotaci First Nation Services Forestiers Atikamekw Aski Inc. (SFAA) of the St. Maurice Valley, has been working towards environmental certification since June 1998. They felt a need to obtain environmental certification to meet client needs and maintain control of activities. With the help of a forestry consultant, SFAA has been making significant progress towards environmental certification.

SFAA, in operation since 1986, works exclusively in the areas of forestry and silviculture. When SFAA was created, its mandate was to carry out



operations in power transmission corridors. It now specializes in silviculture activities and forestry operations, with harvests of 175,000 m³ annually, both on and off reserve. The company has created 60 to 70 jobs, more than half of which are filled by members of Aboriginal communities.

The need for environmental certification became apparent as the company experienced difficulties and was forced to review its procedures to ensure operational and financial stability. "If SFAA is to reestablish a sound footing, it has to implement recovery measures," says Réjean Godin, the company's forest manager. "We have introduced control methods and have even made organizational changes in order to ensure we succeed in our recovery efforts."

Recovery is one thing, but it is important not to forget about the environment. "The introduction of control processes is inevitable," says Jacquot Petiquay, forest technician, "but in doing so, we have to be sure to take the environment into account. That is why the environmental certification process is being rolled out at the same time as the recovery process.

By 2001/02, apart from regular contracts with regional industries, SFAA's primary activity will consist of supplying the proposed sawmill at Wemotaci. Forest industrialists are constantly raising their standards in order to maintain their competitive edge in markets and to meet public environmental expectations. "It is precisely in order to meet these expectations and to maintain extremely high levels of quality that SFAA became involved in a process of ongoing improvement and environmental certification," adds Mr. Godin.

For almost 10 years, SFAA has carried out many projects under the federal government's forestry programs on the territory of Wemotaci. The territory covers about 4,000 hectares.

With the support it received under the FNFP, SFAA was able to offer additional jobs to 10 forest workers for two months, one forestry technician for six months and the owner of a skidder. Under the program, SFAA carried out reforestation, commercial and precommercial thinning and a variety of silvicultural operations. "The FNFP enabled us to provide a six-week training course on precommercial thinning to 25 participants. Every year, SFAA held a "career and profession" seminar with the help of FNFP funding. The seminar provided primary and secondary school students with an opportunity to explore the various aspects of forest sector jobs. FNFP contributed to the implementation of SFAA's new control processes," says Mr. Godin.

Concurrent with these training and educational initiatives, SFAA implements a sustainable forest management system on the territories it manages. "Forest activities must be harmonized with our uses of the territory, while ensuring long-term availability of the resource," states Mr. Petiquay. The sustainable management approach is a way of managing the Atikamekw's ancestral territories that takes traditional activities and wildlife habitats into consideration. Even when carrying out timber harvesting activities, SFAA effectively meets the expectations of the local population, which continues to support its activities.

SFAA plans to pursue environmental certification and forestry activities while maintaining a high level of employment for local workers together with a high level of public support for timber harvesting activities. Public perception of forestry practices is sometimes controversial. Therefore, efforts to make the public aware of the standards for certification can lead to greater public satisfaction in forestry practices.

Over the five years of the project, FNFP contributed $228,700 towards SFAA activities.

Project contact:
Réjean Godin,
Manager, Services Forestiers
Atikamekw Aski Inc.
Wemotaci First Nation
(819) 666-2525

"Forest activities must be harmonized with our uses of the territory, while ensuring long-term availability of the resource." Jacquot Petiquay, Forest Technician, Wemotaci First Nation.

Appendi

Appendix 1 — Feasibility Studies 1996/97 - 2000/01

British Columbia

North Vancouver	Assistance to Hire a Community Member to Undertake a Comprehensive Ecotourism Feasibility Study in the Traditional Territory	7.5
Hope	Feasibility Study to Identify Possible Forest-Based Business Opportunities for Community Members	8.8
Ucluelet	Review of the Existing Sawmill Site and the Feasibility of Value-Added Opportunities for the Toquaht Community	13.0
Kamloops	Continued Support in Developing a First Nation Technical Support Association in the Central Interior of British Columbia	14.1
Chase	Little Shuswap Berry Patch Project	17.0
Kyuquot	Completion of a Feasibility Study/Preliminary Business Plan for a Community-Based Shake Block Cutting Operation	19.2
Nanaimo	Feasibility Study for Establishing a Botanical Forest Products Business in the Snuneymuxw Traditional Territory	20.0
Abbotsford	Forest Resource Plan and Feasibility Study	23.5
Barnfield	Silviculture Training for 10 Community Members and Preparation of Provincial Woodlot Licence Tenure Application	25.0
Fort St. James	Feasibility Study for a Natural Resource Training Centre	25.2
Sechelt	Prepare a Timber Sale Application and Develop a Forest Business Strategy for the Community	27.5
Powell River	Prepare a 5-Year Forest Development Plan for Woodlot License W1672 and Negotiate a Joint Venture Agreement with Goat Lake Forest Products Ltd.	34.0
Campbell River	Shake and Shingle Mill Feasibility Study of a Joint Venture with Renew Forest Products Ltd.	35.0
Deroche	Value Added Sawmill Feasibility Study	35.5

Sooke	Survey Local Forest Sector Opportunities Advise Community on Viable Opportunities and Assist Community Members in Accessing Opportunities	38.5
Osoyoos	Joint Venture Development and Milling Feasibility Studies	39.7
Ashcroft	Eco-Tourism Business Feasibility Study	43.7
Lytton	Christmas Tree Business Feasibility Study	45.5
Creston	Eco-tourism Business Plan	48.4
Gold River	Develop a Community-Based Forest-Sector Strategic Action Plan and Initiate Its Implementation	54.8
Powell River	Establish Joint Ventures in Logging, Silviculture Contracting and the Cultivation of Hybrid Poplars and Implement Existing Reserve Management Plans	92.0
Alberta		
Sarcee	A Feasibility Study on the Formation of a First Nations Advisory Committee by Green Spirit Environment Inc. Sarcee, Alberta	9.0
Fort Chipewyan	An Assessment of Local Forests in View of a Proposed Joint Venture by the Athabasca Chipewyan First Nation, Fort Chipewyan, Alberta	9.6
Siksika	Siksika Nation Forestry Feasibility Study to Determine the Best Forestry Projects to be Developed	48.5
Saskatchewan		
Mistawasis	Mistawasis Eco-Tourism Feasibility Study	27.5
Pelican Narrows	Wood Supply Study for Amisk Atik FMA Proposal	57.5
La Ronge	Lac La Ronge Indian Band Forestry Development Feasibility Study	64.0
Shoal Lake	Shoal Lake Strategic Business Plan	174.5
Manitoba		
Peguis Reserve	Training Strategy Plan for the Peguis Reserve, Manitoba	352.1
Ontario		
Lac La Croix	Harvesting Partnership Negotiation: Part I	10.3
Wabigoon Lake	Woodlands Chipping Project Feasibility	13.3

Henvey Inlet	Forest Business Planning/Facilitation	17.3
Temagami	Feasibility Study For Birch Processing Partnership	18.8
Onigaming	Sustainable Forestry Business Strategy	21.0
Wabun TC area	Tribal Council Forestry Unit Strategy	21.7
Wabigoon Lake	Cedar Business Strategy	23.0
North Shore area	Forestry Marketing Cooperative Plan: Part 1	24.8
Pic River	Chipping/Merchandising Feasibility Study	33.8
Pikangikum	Community-Based Forestry Planning	36.0
Parry Island	Maple Sugar Marketing and Development	44.0
Shoal Lake #39	Forest Business Planning/Facilitation	50.0
Cat Lake, Slate Falls	Forestry Services Partnership Plan: Part 1	65.0
Cat Lake, Slate Falls	Forestry Services Partnership Plan: Part 2	65.0
M'Chigeeng	Management/Economic Planning: Part 1	66.6
Batchewana	Forest Management/Business Plan: Part 1	71.2
Chapleau Cree	Log Home Building Business Implementation	74.0
Rocky Bay	Silvicultural Business Plan/Training: Part 1	80.9
Wabaseemoong	Harvest Business Planning/Training: Part 1	83.3
North Shore area	Aboriginal Fire Crew Contracting	86.5
Nishnawbe Aski area	Treaty Area Forestry Development Plan	88.8
Golden Lake	Forestry Business Feasibility Planning	102.2
Wahgoshig	Harvest Business Strategy/Planning: Part 1	126.0
GCT#3 area	GIS Business Development: Part 1	281.4
Naicarchewenin	Harvesting Business Planning: Part 1	385.7
Quebec		
Naskapi	Study of Forest Potential	16.4
Abitibiwinni	Forest Enterprise Development Plan	16.6

Eastmain	Portable Sawmill Feasibility Study	24.6
Oujé-Bougoumou	Feasibility Study in Geomatics and Forestry	27.2
Uashat & Mani-Utenam	Pre-feasibility Study on the Establishment of a Sawmill	29.3
Abitibiwinni	Preliminary Study for the Establishment of a Secondary Processing Plant and Training on Project Management	40.0
Kahnawake and Kanesatake	Feasibility Study for the Establishment of a Sugarbush and Training Forest Technicians	41.7
Timiskaming	Forest Enterprise Development (Forest potential study, Business Plan)	81.3
Long Point, Eagle Village, Timiskaming	Development of an Algonquin First Nations Regional Forest Authority	91.5
Natashquan	Feasibility Study and Business Plan for a Sawmill	136.6
Kitigan Zibi	Forest Worker Training and Silvicultural Activities on Reserve (Planting, Succession Cutting)	173.3
Kitigan Zibi	Training and Silvicultural Activities (Planting and Succession Cutting)	219.1
Mistassini	Establish a Small Community Sawmill and Implement Sustainable Management of the Community Forest (Planting, Mosaic Cutting)	370.9
Betsiamites	Forest Management on the Reserve (Planting, Mosaic Cutting) Study for the Establishment of an Outfitting Operation	491.7
Betsiamites	Forest Management Work on Reserves (Planting, Mosaic Cutting) Training Forest Workers and a Technical Team.	692.9

New Brunswick

Eel Ground First Nation	Feasibility Study of the Micmac Maliseet Forestry Association of New Brunswick	2.1
Saint Mary's First Nation	Feasibility Study - Maple Sugar Based Business	20.0

Northwest Territories

Hay River Reserve	Value-added Forest Sector Development/Consultation by the Hay River Dene Band	66.6

Appendix 2 — Business Plans 1996/97 - 2000/01

British Columbia

Vanderhoof	Development of a Log Home Building Company Business Plan	8.0
Keremeos	Business Plan for Developing a Sawmill	8.1
Prince George	Development of a Company Business Plan	9.1
Nemaiah Valley	Development of a Forest-Based Business Plan	10.9
Hope	Feasibility Study and Business Plan for the Operation of the Fraser River Debris Catchment Facility	13.0
Kamloops	Workshop Delivery: Aboriginal Businesses - Your Future in Forestry	15.0
McLeod Lake	Mcleod Lake Indian Band Business Plan for Log Processing	18.0
Kelowna	Westbank First Nation Forestry Business Options for the Year 2000 and Beyond	18.5
Kitimat	Continuation of Business Feasibility of Log Home Construction for the Export Market and Training of a 10-Person Crew in Log Construction Techniques	20.0
Vanderhoof	Development of a Log Home Building Company Business Plan	20.0
Princeton	On-reserve development of Forest Management and Business Plans	22.0
Bamfield	Support for the Initial Phases of the Establishment of a Secondary Remanufacturing Venture and a Silviculture Company	22.0
Duncan	Inventory Cruise Compilation of Reserve Lands and Initial Feasibility Study of a Joint Venture Post-and-Beam Home Construction Business Opportunity	22.2
Agassiz	Business and Economic Development Components of the Existing On-Reserve Forest Management Plan	24.8
Vernon	Strategic Business Plan to Establish a Band Forestry Department	28.5
Nitinat Lake	Silviculture Training for 20 Community Members and Further Development of the Joint Venture with Rebco Wood Products Ltd.	30.0

Community	Project Title	Total Value ($)
Prince George	Developing a Native Contractors Association in Northern British Columbia	31.2
Mount Currie	Development of a Strategic Plan for a Value-Added Co-operative On-Reserve Business Centre	36.8
Chase	Business Plan For A Value-Added Mill	40.1
Bella Coola	Support to Hire a Community Member as Forestry Coordinator to Develop Community-Based Technical Forestry Expertise	40.9
Hope	Feasibility Analysis and Business Plan for a Harvesting/Road Maintenance Forest Company and a Community-Owned Silviculture Services Company	41.3
Chase	Woodlot Management and Training to Administer and Implement Neskonlith's Woodlot Licence	45.6
Kitimat	Business Feasibility of Log Home Construction for the Export Market and Training of a 10-Person Crew in Log Construction Techniques	47.0
Creston	Planning for a Eco-tourism Business	48.4
Kamloops	Assistance in Developing a First Nations Forestry Technical Support Association in the Central Interior of British Columbia	50.1
Quesnel	Business and Operational Planning for a Forest License	70.4
Klemtu	Kitasoo Forestry Project	91.0
Courtenay	Prepare a Detailed Business Plan for Queneesh Studios Inc. and Develop Production Equipment to Produce Bentwood Boxes	107.0
Port Alberni	Integration of Shingle Manufacturing with Sawmill & Cedar Log Salvage Operations	110.5
Merritt	GIS Joint Venture Development	113.0
Hazelton	Develop and Field Test GPS/GIS Bar Code Integration Technology for Gathering Wildlife Data to Provincial Standards	143.0
Fort St. James	Logging Training, Business Planning, and Building a Mechanics Workshop	149.0
Keremeos	Completion of a Strategic Business Plan and a Forest Development Plan	222.9
Cranbrook	Support for the Initial Phases of the Establishment of a Development Corporation for the Tribal Council to Carry Out Community Businesses	243.2
Burns Lake	Feasibility Study and Plan for a Primary Breakdown Mill	347.5

Community	Project Title	Total Value ($K)
Alberta		
Hobbema	Wildland Firefighter Training & Business Plan Development on the Woodland Cree Nation, Alberta	20.7
Duffield	Wildland Firefighter Training & Business Plan Development by the Paul Band, Duffield, Alberta	22.4
Fort McMurray	The Establishment of a Forest Service, the Negotiation of Joint Ventures and the Development of Business Ventures	54.9
Hinton	Ecotourism Program Development and Training in the Fox Creek Development Area, Alberta	107.1
Saskatchewan		
Shoal Lake	Shoal Lake Business Plan for Eco-Cultural Lodge	28.0
Manitoba		
Norway House	Development of a Business Partnership Agreement with a Forest Company and Norway House Cree, Norway House, Manitoba	14.5
Pukatawagan	Forest Management Planning, Administration and a Business Plan by Mathias Colomb Cree Nation, Pukatawagan, Manitoba	15.0
Camperville	Forestry Business Planning and Management Training, and Timber Survey of FMU 43 by Pine Creek First Nation, Camperville, Manitoba	16.9
Winnipeg	Development of a Business Partnership Arrangement Between Island Lake Tribal Council and Tembec/Pine Falls Paper Co, Island Lake, Manitoba	55.0
Nisichawayasihk	Land Use Study, and Harvest Strategy and Plan by Nisichawayasihk First Nation, Nisichawayasihk, Manitoba	58.6
Island Lake	Development of a Business Partnership Arrangement Between the Island Lake Tribal Area First Nations and the Pine Falls Paper Company, Island Lake, Manitoba	73.3
Easterville	Logging Operations Training and of Business Plan Operation by Chemawawin First Nation, Easterville, Manitoba	134.6
Grand Rapids	The Preparation of a Forestry Business Plan by Grand Rapids First Nation, Grand Rapids, Manitoba	144.2

Ontario

Whitefish Lake	Harvesting Business Plan	7.0
Onigaming	Forestry Business Planning: Part 2	17.6
Whitefish Lake	Forest Business Planning	19.0
Mississauga	Forest Business Plan Implementation	20.0
Grassy Narrows	Harvesting/Biomass/Ecotourism Plan: Part 2	23.0
Mississauga	Forest Management/Business Plan: Part 2	24.0
Wahnapitae	Harvest Business Planning/Training: Part 1	40.0
Matawa area	Forestry Strategy and Business Planning	41.3
Sucker Creek	Ecotourism Business Planning	42.3
Naicatchewenin	Acquaculture Business Planning	51.3
Pikangikum	Crown Forest Licence Planning: Part 1	52.3
Whitesand	Harvest Business Planning	52.5
Onigaming	Forestry Business Planning: Part 1	53.5
Wauzhushk Onigum	Harvesting/Log Home Business Planning	55.4
United Chiefs & Council of Manitoulin	Forestry Business Strategy Planning	56.8
Michipicoten	Lumber Mill Business Planning	57.6
Grassy Narrows	Harvesting/Biomass/Ecotourism Plan: Part 1	61.9
Nipissing	Forestry Business Planning: Part 1	66.4
Wahgoshig	Harvest Business Strategy/Planning: Part 2	69.8
Moose Cree	Crown Forest Licence Plan: Part 1	70.0
Rainy River	Marketing and Business Planning	75.0
Michipicoten	Lumber Mill Secondary Manufacturing Plan	75.5
Wabigoon Lake	Timber Crown Licence Planning: Part 1	78.5

Moose Cree	Crown Forest Licence Plan: Part 2	80.3
Sagamok Anishnawbek	Harvesting Business Planning	82.3
Wauzhushk Onigum	Ecotourism Resource Centre Development	86.5
North Shore area	Non-Timber Forest Product Marketing	86.6
Whitefish Lake	Harvest Business Planning: Part 2	87.0
North Shore area	Forestry Services Business Planning	97.8
Lac La Croix	Harvesting Partnership Negotiation: Part 2	98.5
Wikwemikong	Forestry Business Planning: Part 1	158.0
North Shore area	Forestry Marketing Cooperative Plan: Part 2	168.1
Batchewana	Forest Management Strategy/Planning	170.8
North Shore area	Forestry Planning/Technical Support: Part 1	201.1
Naicatchewenin	Harvesting Business Planning: Part 2	226.4
Golden Lake	Operate Corry Lake Tree Nursery: Part 1	272.9
Garden River	Forest Harvest Business Feasibility Plan	324.5
Moose Cree	Forestry Business Partnership Development	355.3

Quebec

Barriere Lake	Development of a Business Plan and Communication Plan	20.2
Abitibiwinni	Business Proposal Validation Study and Development of a Business Plan	43.5
Kahnawake and Kanesatake (Donacaster)	Development of a Business Plan for Sugarbush Training, and Silvicultural Work in the Sugarbush	48.2
Timiskaming	Development of a Business Plan to Identify Forest Development Opportunities	55.0
Wemotaci	Development of a Business Plan for a Sawmill	58.3
Long Point	Development of a Business Plan for the Consolidation of the Business	69.8

Community	Project Title	Total Value ($)
Lac St-Jean	Business Plan and Training of Forest Technicians for Off-Reserve Contract	234.1
Kitigan Zibi	Development of a Business Plan for Sawmills, Training of Forest Workers, Reforestation, Precommercial Thinning, Plantation Tending and Sanitation Cutting	311.2
Kitigan Zibi	Business Plans, Training of Forest Workers, Forest Management Work (Planting, Succession Cutting, Road Improvement) and Forest Management Planning	313.2
Huron-Wendat	Development and Implementation of a Multi-resource Socio-economic Development Plan, and Training of Forest Workers	937.2
Prince Edward Island		
Lennox Island	Four-Year Development Plan	5.0
Lennox Island	Community Consultations	25.4
Newfoundland		
Conne River	Forest Resources Business Plan	11.5

Appendix 3 — Management Plans 1996/97 - 2000/01

Community	Project Title	Total Value $000
British Columbia		
Spences Bridge	Qwa-eet Forest Products Ltd. Joint Venture Development and Training	3.4
Savona	Development of a Woodlot Licence Application	5.7
Brentwood Bay	Complete a Feasibility Study/Preliminary Business Plan for a Silviculture Contracting Operation	6.7
Merritt	Continued Support in Innovative Forestry Practices Agreement Planning	12.3
Ladysmith	Development of a Woodlot Licence Tenure Application and Forest-Based Business Planning	13.0
Matsqui	Carry Out a Timber Inventory of Matsqui IR #2 and Prepare a Preliminary Business Plan for Identified Business Opportunities	15.8
Ahousaht	Prepare a 5-Year Forest Development Plan for Woodlot Licence W0019	16.7
Matsqui	Carry Out a Timber Inventory of Matsqui IR #3 and Prepare a Preliminary Business Plan for Identified Business Opportunities	18.3
Kamloops	Forest Inventory on Kamloops I.B. Reserve	21.8
Kamloops	Natural Resources & Forestry Management & Operations Plan for Reserve Lands	25.0
Savona	Development of a Forest Woodlot Management Plan	25.5
Port Alberni	Data Collection and Analysis and Community Consultation in Order to Complete a Management Plan for Tseshaht I.R. Lands	26.9
100 Mile House	Deliver Forest Resource Management and Training Program on Reserve	28.9
Savona	Assistance with Operational Planning Work for Woodlot Licence #1600 that the band operates	30.2
Pitt Meadows	Train 2 Members in Inventory Field Techniques, Collect Field Data and Prepare a Management Plan for IR #2	30.2
Campbell River	Support to Hire 2 Community Members to Work with a Forestry Consultant to Collect Field Data and Prepare a Draft Management Plan for the Community's Reserve Lands	35.8

Community	Project Title	Total Value ($)
Lillooet	Development of a Forest Reserve Forest Management Plan	35.9
Clinton	Log Home Business Development and Forest Management Planning	39.8
Squirrel Cove	Preparation of the Management Plan for Provincial Woodlot Licence W0090 Held by the Community	43.2
Merritt	Forest Inventory on Reserve Land	43.3
D'Arcy	Resource Inventory on Community Woodlot & Crew Skill Development	45.2
Chase	Woodlot Management and Training to Administer and Implement Neskonlith's Woodlot Licence	45.6
Mount Currie	Provide Forest Technician Training to 2 Community Members During the Development of the Required Plans for Woodlot License W1666	53.8
Keremeos	On-Reserve Forest Management Planning	70.8
Lytton	Technical Training for the Kanaka Bar Indian Band and Forest Management Plan Development	76.7
Merritt	Development Work for the Tribal Association's Involvement in the Provincial Innovative Forest Practices Agreement	112.2
Merritt	Joint Venture Development Between 8 Bands and 5 Forest Licencees	210.0
Sooke	Woodlot and Alder Management Project	18.0
Port McNeill	Forest Resource Management Plan	32.0
Enderby	Spallumcheen Band Forestry Plan Development and Capacity-Building	42.8
Alberta		
Sucker Creek	A Resource/Forest Management Plan; Inventory of Existing Resources and Training by the Sucker Creek First Nation, Alberta	15.0
High Level	Locating and Mapping of Traditional Trails and Cabins Using GPS on the Little Red River Cree Nation, Alberta	17.3
Glenevis	Initiation and Development of a Forest Management Plan by Alexis First Nation, Glenevis, Alberta	22.9
Fort Chipewyan	Traditional Land Use Database Development and Long Term Resource Management Plan for the Mikisew Cree First Nation, Alberta	33.7

Community	Project Title	Total Value ($)
Standoff	Forest Management Plan Infrastructure Development on Blood Reserve 148A, Alberta	33.9
Tsuu T'ina, Sarcee	Review and Update of Forest Management Plan and Log Building Construction Training by the Tsuu T'ina Nation, Alberta	40.3
Cadotte Lake	Woodland Cree Nation Land Use Study, Training, and Development of Economic Opportunities in Alberta	40.6
Cadotte Lake	Forest Management Planning and Training by the Peigan Nation, Brocket, Alberta	45.5
Cadotte Lake	Annual Operating Plan/General Development Plan/Training/Skills Assessment at the Woodland Cree Nation, Alberta	66.6
Cadotte Lake	Continuation of Forest Management Plan, Including GIS, GPS and Forest Management Training	69.4
Brocket	Reserve Forest Management, Planning and Training by the Peigan Nation, Brocket, Alberta	70.6
Standoff	Kainaiwa Forest Management Pilot Project and Heritage Site Inspections on Burn Areas and Selective Harvest Planning on Blood Timber Limit	76.9
Cadotte Lake	Forest Management Plan for the Woodland Cree First Nation	77.0
Chateh	Development of a Forest Management Plan by the Dene Tha First Nation, Chateh, Alberta	84.7
Valleyview	Continuation of a Global Inventory of the Western Cree Tribal Council, Valleyview, Alberta	121.8
Hythe	Report on Forest Management Plan, Forest Related Business and Training, and on Partnership Development by Horse Lake First Nation, Hythe, Alberta	125.0
Standoff	Forest Management Pilot Project by the Blood Tribe, Standoff, Alberta	200.0
Saskatchewan		
Prince Albert	Amisk-Atik FMA Land Use Plan Participation	25.0
Pelican Narrows	Amisk-Atik FMA Land Use Plan Participation	28.5
Manitoba		
The Pas	Forest Management Plan Update for Opaskwayak Cree First Nation, The Pas, Manitoba	13.9

Community	Project Title	Total Value $000
Crane River	Forest Inventory and Management Plan by O'Chi-Chak-Ko-Sipi First Nation, Crane River, Manitoba	34.0
The Pas	Development of a Forest Management Plan by Waterhen First Nation, The Pas, Manitoba	38.0
Thompson	A Forest Management Plan for God's Lake First Nation, Thompson, Manitoba	81.9
God's River	Development of a Forest Management Plan by God's River First Nation, God's River, Manitoba	155.0
Ontario		
Georgina Island	Forest Management/Business Plan: Part 1	10.2
Brunswick House	Reserve Forest Management Plan Update	10.5
Sucker Creek	Reserve Forest Management Planning	20.6
Thessalon	Reserve Forest Management Planning	22.5
Mishkeekogaming	Reserve Forest Management Plan	24.3
Parry Island	Reserve Forest Management Plan Update	25.0
Nipissing	Reserve Forest Management Plan Update	26.0
Georgina Island	Forest Management/Business Plan: Part 2	30.7
Aroland	Management/Economic Planning: Part 1	34.9
Mississauga	Forest Management/Business Plan: Part 1	38.9
Wikwemikong	Reserve Forest Management Plan: Update	41.8
Aroland	Management/Economic Planning: Part 2	49.8
Chapleau Cree	Tree Planting, Finalize '95 FRDA Work	89.4
Whitefish Lake	Harvest Business Planning: Part 1	122.5
Batchewana	Forest Management Strategy/Planning	170.8

Community	Project Title	Total Value $000
Quebec		
Malecites de viger	Realization of a Forest Management Plan for the Community Territory	2.7
Abitibiwinni	Development of a Forestry Management Plan	22.1
Kahnawake (Donacaster)	Evaluation of a Forest Area for Sugarbush Establishment	25.0
Kitigan Zibi	Business Plans, Forest Worker Training, Forest Management (Planting, Succession cutting, road improvement) and Forest Management Planning	313.2
New Brunswick		
Bouctouche First Nation	Integrated Forest Management Plan	5.0
Madawaska Maliseet First Nation	Integrated Forest Management Plan	5.0
Kingsclear First Nation	Integrated Resource Management Plan	6.0
Eel Ground First Nation	Development of a GIS Management Plan	99.5
Prince Edward Island		
Lennox Island	Eco-tourism Project to Develop Interpretive Trails	20.9
Northwest Territories		
Hay River Reserve	Forest Management Plan for the Hay River Dene Reserve, Hay River, Northwest Territories	23.0
Inuvik	Community Forest Use Plan for Part of the Gwich'in Settlement Area, Inuvik, Northwest Territories	37.1
Fort Providence	Forest Management Plan Development by Deh Gah Goe'ie Betterment Corporation, Ft. Providence Northwest Territories	67.5
Fort Simpson	Land Use Planning for the Liidlii Kue First Nation, Fort Simpson, Northwest Territories	123.2

Appendix 4 – List of Contacts

British Columbia
Canadian Forest Service
Natural Resources Canada
506 West Burnside Road
Victoria, British Columbia
V8Z 1M5
Nello Cataldo
Tel: (250) 363-6014
Fax: (250) 363-0775

Yukon
Forest Resources
Department of Indian Affairs and
Northern Development
345-300 Main Street
Whitehorse, Yukon
Y1A 2B5
Kelly Johnston
Tel: (867) 667-3306
Fax: (867) 667-3138

Alberta
Manitoba
Northwest Territories
Canadian Forest Service
Natural Resources Canada
5320-122nd Street
Edmonton, Alberta
T6H 3S5
Joe DeFranceschi/Lorne West
Tel: (780) 435-7210
Fax: (780) 435-7356

Saskatchewan
Canadian Forest Service
Natural Resources Canada
1288 Central Avenue
Prince Albert, Saskatchewan
S6V 4V8
Mike Newman
Tel: (306) 953-8546
Fax: (306) 953-8649

Ontario
Canadian Forest Service
Natural Resources Canada
1219 Queen Street East
Sault Ste. Marie, Ontario
P6A 5M7
Rick Greet
Tel: (705) 759-5740
Fax: (705) 759-5712

Quebec
Canadian Forest Service
Natural Resources Canada
1055 P.E.P.S St.
P.O. Box 3800
Sainte-Foy, Quebec
G1V 4C7
Alain Dubois
Tel: (418) 648-7134
Fax: (418) 648-2529

New Brunswick
Nova Scotia
Canadian Forest Service
Natural Resources Canada
P.O. Box 4000
Fredericton, New Brunswick
E3B 5P7
Tom Murray
Tel: (506) 452-3567
Fax: (506) 452-3525

Prince Edward Island
Newfoundland
Canadian Forest Service
Natural Resources Canada
Box 667
Truro, Nova Scotia
B2N 5E5
Ian Millar
Tel: (902) 893-0099
Fax: (902) 893-4468

National
Jack Smyth
Chief, Forestry Development and
Aboriginal Affairs
Canadian Forest Service
Natural Resources Canada
580 Booth Street, 7th Floor
Ottawa, Ontario
K1A 0E4
Tel: (613) 947-7380
Fax: (613) 992-5390

Peter Wyse
Manager, Natural Resources
Environmental & Natural
Resources Directorate
Indian and Northern Affairs
Canada
10 Wellington Street
17th Floor, Rm 1745D
Hull, Quebec
K1A 0H4
Tel: (819) 997-9276
Fax: (819) 953-3323

www.fnfp.gc.ca